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ABSTRACT

The report uses the experiences of the Mississippi Labor Mobility Project, STAR, Inc. (MLMP, STAR, Inc.), and the reports from other experimental labor mobility projects to respond to the problems of clarifying relocation assistance delivery techniques and services as they relate to the goals and objectives of manpower services. The population served by MLMP, STAR, Inc. in recent years is described in detail. The report delineates the relocation assistance program as it relates to the total goals of manpower services and as it further relates to legislative needs, national and regional offices of relocation assistance, and the delivery agent(s). The report further outlines the system design and details the specific elements and functions that should be considered in designing relocation assistance. It analyzes the costs and benefits of relocation assistance, provides an outline for financial assistance for relocating disadvantaged poor, and presents forms useful in implementing the design outline. (Author/MW)

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RELOCATION ASSISTANCE
DELIVERY TECHNIQUES

DECEMBER, 1973

Funded by U.S. Department of Labor

RELOCATION ASSISTANCE DELIVERY TECHNIQUES

Mississippi Labor Mobility Project, STAR, Inc.

Hattiesburg, Mississippi

December, 1973

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Preface

The Mississippi Labor Mobility Project, STAR, Inc., completed seven and one half years of Department of Labor/Manpower Administration research ending 1973. Some five years of this research concerned translation of operational questions and ideas into a workable operational system of providing subsidized unemployed worker relocation assistance. The assistance included "staff services" and "financial" assistance for moving primarily unemployed disadvantaged workers from areas of poor employment and social opportunities to areas of job opportunity and upward social mobility.

This report is in response to Department of Labor's request that the STAR, Inc., Project present a recommended Delivery Agent Operational System for implementing a worker relocation services program on a statewide or economic region basis. While there is not legislative authority for a national worker relocation program, this report is readily applicable for WIN applicant relocations for which legislative authority presently exists.

Since this is one of three "final" reports submitted to the Department of Labor at the end of 1973, evaluation of Project work in terms of the potential of subsidized relocation as a new program is not included. These evaluations are included in Project reports Relocating the Unemployed: Dimensions of Success, September 1973, and Relocating the Unemployed: Evaluation and Policy Implications for a National Program, December 1973.

Although this report is a design for Program services for impact upon the unemployed disadvantaged poor, its recommended system for services implementation can be used for those of less need.

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Abstract

Mississippi Labor Mobility Project, STAR, Inc., has developed this report for the purpose of clarifying relocation assistance delivery techniques and services as they relate to the goals and objectives of manpower services in general and even to the goals and objectives of the nation as a whole.

In an absence of any clearly defined national objectives, it becomes necessary, when developing specific systems and impacting on specific problems, to develop as clearly as possible objectives that would not be counter-productive to the economy of the nation as a whole.

This report then uses the experiences of the Mississippi Labor Mobility Project, STAR, Inc., and the reports from other experimental labor mobility projects to respond to these problems. The population served by MLMP, STAR, Inc., in recent years is described in detail to provide a basis upon which judgments can be made.

The report further delineates the relocation assistance program as it relates to the total goals of manpower services and as it further relates to legislative needs, national and regional offices of relocation assistance, and the delivery agent(s).

The report further outlines the system design for an effective method to provide relocation assistance services to any specified project population. It details the specific elements and functions that need to be given consideration in designing relocation assistance for people. It analyzes the costs and benefits of relocation assistance from the experience of MLMP, STAR, Inc. And, finally, it provides an outline for financial assistance for relocating disadvantaged poor and presents a package of forms which can be used to implement the design outline.

Given the economy within which we live and the institutions which presently exist, the need for mobility services is clearly evident. Not only is the need evident from a supportive standpoint to other services for people, but it is also evident that relocation services can be, in fact, an alternative, less expensive method for moving people from unemployment to employment.

Section 1

Summary of General Recommendations

This report is and of itself a recommended "Delivery Agent" operational system for a partial state, statewide or regionally implemented worker relocation program. In addition, it is addressed to those recommended program elements and services related to relocating the unemployed, disadvantaged poor. Not included are all those related specific "findings" and "recommendations" developed during seven and one half years of project work as these are included in the Project's final report.[1] However, there are these key general recommendations applicable to this report if, in fact, it is ever to become a fully useful instrument.

1 - That the Department of Labor actively pursue the need for simple and concise legislative authority for the provision of worker relocation manpower services.

2 - That such legislation contain a firm and clear description of those for whom relocation manpower services are intended to serve.

3 - That such legislation include priority for the provision of relocation manpower services for the unemployed disadvantaged poor (populations most in need).

4 - That such legislation specify that the role of relocation manpower services is both supportive of other manpower services and one which can independently move unemployed people to employment.

5 - That there be established a national office of relocation manpower services with appropriate regional components to maintain administrative and program control and to provide the necessary follow-up to determine the effectiveness of relocation services.

6 - That National and Regional offices of relocation manpower services ensure that the target areas of relocation supply and demand, be accurately and adequately identified at three levels: National, Area, and On-site.

7 - That plans for the implementation of relocation manpower services consider maximized numbers of job areas and jobs for which the relocatees could qualify since chances of matching the home area and relocation area conditions are

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[1] Relocating the Unemployed: Evaluation and Policy Implications for a National Program, December, 1973, Mississippi Labor Mobility Project, STAR, Inc.

improved, program (Projects) flexibility is improved, and the use of program (Projects) funds are maximized.

8 - That the National and Regional offices of relocation manpower services ensure that the "delivery agent" system design include the program elements outlined herein, i.e., (a) outreach recruitment; (b) intake and screening; (c) job development; (d) employability development; (e) relocation/placement; (f) support services; and (g) system-monitoring (operational costs and client follow-up).

9 - That the National and Regional offices of relocation manpower services ensure that relocation program (Projects) operational elements are structured and operated to meet the total objective and not competitive to a point of counter-productiveness.

10 - That the Delivery Agent(s) providing relocation manpower services be an agent possessing sufficient flexibility to provide services to the population as they are needed rather than as they are available.

11 - That Delivery Agent plans for relocation manpower services include financial and staff assistances needed to relocate the unemployed disadvantaged person and his family.

12 - That in the absence of legislative authority for a national worker relocation manpower services program, Governors of States investigate the feasibility and desirability of using funds authorized under the "Comprehensive Employment and Training Act of 1973" for the provision of worker relocation manpower services.

Section 2

Introduction

A - Purpose of Report

In keeping with Department of Labor directives to provide a recommended system prototype for a worker relocation program, this report will develop the major components of such a prototype. The prototype will be applicable at the state, multi-state, and regional levels. While it is important to be able to identify the successful relocation applicants and to ascertain what program payoffs are to society and to the individual, it is equally important to have an operational system that will insure high payoffs and wide target population coverage. The herein proposed system provides a sufficient design for the adequate treatment of its major components which are required for an effective and efficient worker relocation program:

1 - Identification of target populations;

2 - Delineation of the various needs of the target populations;

3 - The role of relocation assistance in providing for some of the needs of the target populations;

4 - The role of relocation assistance in relation to other manpower service programs;

5 - Legislative needs for a relocation program;

6 - National, regional, and delivery agent general responsibilities for a relocation program;

7 - A delivery system design which incorporates program elements, identification of target populations and areas, basic organizations and services models, supportive staff activities and functions, and program staff characteristics;

8 - Allocation of program resources---budget, personnel, deployment of field staff, and so on. Factors affecting allocation of resources are discussed; and

9 - Program and system evaluation and quality control.

B - The Data

To achieve the purposes of this report numerous sources of data were tapped:

1 - Data collected and analyzed for over 1,600 relocation applicants during the March, 1970 - March, 1973 periods of operation;

2 - The 1968 and 1970 annual reports on characteristics of Project clients and operations;

3 - Two field staff surveys conducted in October, 1972, and May-June, 1973;

4 - Five Project staff workshops conducted in November, 1968; October, 1970; December, 1971; April, 1972; and July, 1972;

5 - A survey of over 50 employers of relocatees;

6 - Review of numerous reports by other mobility projects; and

7 - Over six and one-half years of operational experience which involved constant readjustments to procedures, organization, and objectives after assessing the regular documentation of Project activities.

As is readily apparent, the data base for this report is extensive. While all of the available data cannot be systematically presented and discussed, the major significant conclusions are incorporated in the report.

C - Synopsis of the Activities of the Mississippi Labor Mobility Project: 1966-1973

1 - Introduction

This synopsis brings together the major operational and research aspects of the Mississippi Labor Mobility Project from the date of its inception in June, 1966 until February, 1973, when the last relocations were effected. Some 2,500 unemployed individuals and their families were relocated to new jobs and some 1,100 individuals were placed in local jobs at a cost of $2,204,198. How the Project went about its mission is briefly outlined in discussions of (1) evolution of its operational structures, (2) geographical distribution of clients and jobs, (3) administrative and operational controls, (4) performance averages, and (5) budget allocations and per capita placement costs. How specific problems were handled is dealt with in the various reports published by the Project beginning with its 1967 annual report.[2]

2 - Project Objectives

The sixty-one labor mobility demonstration projects funded by the Department of Labor/Manpower Administration since 1966 were research oriented although the objectives and client populations were based upon "data needs" for the achievement of results that could be translated into potential operational programs. This Project's initial objectives were

.1 - Explore problems and potentials of financial and related relocation aid to unemployed workers;

.2 - Obtain information on unemployed workers interested in relocation;

.3 - Develop operational problems of matching geographically separate unemployed workers and vacant jobs;

.4 - Develop individual work problems and organizational difficulties involved in successful relocations; and

.5 - Develop practical experience with various possible means of overcoming obstacles to successful relocations.

In September, 1969, the Project extended its operation into the state of Arkansas for the purposes of

.1 - Provision of a minimum relocation effort in support of a single Rural Concentrated Employment Program (CEP) state of Arkansas;

.2 - Evaluation of the need for relocation capability for this CEP; and

.3 - Identification and review of problems in CEP relocations.

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[2] 1967 annual report for work period of June 26, 1966-June 25, 1967; 1968 annual report for work period of June 26, 1967-November 30, 1968; 1970 annual report for work period of December 1, 1968 - February 28, 1970; Relocating the Unemployed: Dimensions of Success (September, 1973) for the work period of March 1, 1970 - November 30, 1971; and Relocating the Unemployed: Evaluation and Policy Implications for a National Program (December, 1973) for the work period of December 1, 1971 - February 1, 1973. Additional reports included drafts of a "Worker Relocation Handbook" in 1970 and 1971, a supply and demand area study submitted in June, 1971, and a briefing on the linkage of relocation services with Opportunities for Families Program (OFP) submitted in October, 1971.

In 1970 and 1971 the Project developed two drafts of an operational handbook which included

.1 - The conditions under which and the types of workers for whom financial and other assistance for relocation should be provided;

.2 - How the various types of assistance may be coordinated with other manpower assistance measures (or be used in complementary or alternative ways);

.3 - The organizational structure and system necessary to provide various types of relocation assistance to a single rural area; a single rural concentrated employment program; a larger geographic section (e.g., several contiguous states) offering more economic alternatives.

Having produced those answers desired to all the above objectives, the Project implemented some "basic changes" to its work and objectives as follows:

.1 - Decrease operational services and field staff by about one half;

.2 - Increase emphasis on research and program evaluation for answers relating to the factors of relocation success and failure with follow-up interviews at six months after placement. This was accomplished by conducting two separate studies of Project applicants processed from March, 1970 to November, 1971 and from December, 1971 to February, 1973;

.3 - Analyze the costs and benefits of a worker relocation program;

.4 - Develop a model for a worker relocation program which would be useful for policy guidelines; and

.5 - Provide a reliable instrument for prediction of probable success of potential relocatees (based on pre-move information).

3 - Operational Structures

In order to achieve the above objectives as they evolved, the Project constantly revamped its operational structures. From the beginning in June, 1966, until November, 1971, the Project progressed through three stages or phases in its operational concept: (1) a partial state operation during 1966-1967; (2) a limited state-wide operation during 1967-1968; and (3) a limited multi-state operation beginning in 1968 with relocations to Memphis, Tennessee, and further expansions in late 1969 in Arkansas.

Figure One illustrates the general relocation flows and the deployment of Project staff and activities during the first stage. The Project was recruiting relocatees within six adult basic education centers operated by STAR, Inc., with OEO funds. These centers were located in North-Central Mississippi, extending from Greenville to Meridian, and were 200-300 miles from the major sources of jobs along the Mississippi Gulf Coast in Harrison and Jackson counties. Two STAR centers in Gulfport and Biloxi (Harrison County) served as job development bases.

Some of the problems which resulted in changes in the basic operational concept of the Project were: (1) long distances to be moved; (2) limited numbers and types of jobs; (3) excess of female relocation applicants for jobs that required male applicants; (4) inadequate communications flow between applicant recruiters and job developers; and (5) excessive (for the employers) time lags between notification of job vacancies and job interviews and placements.

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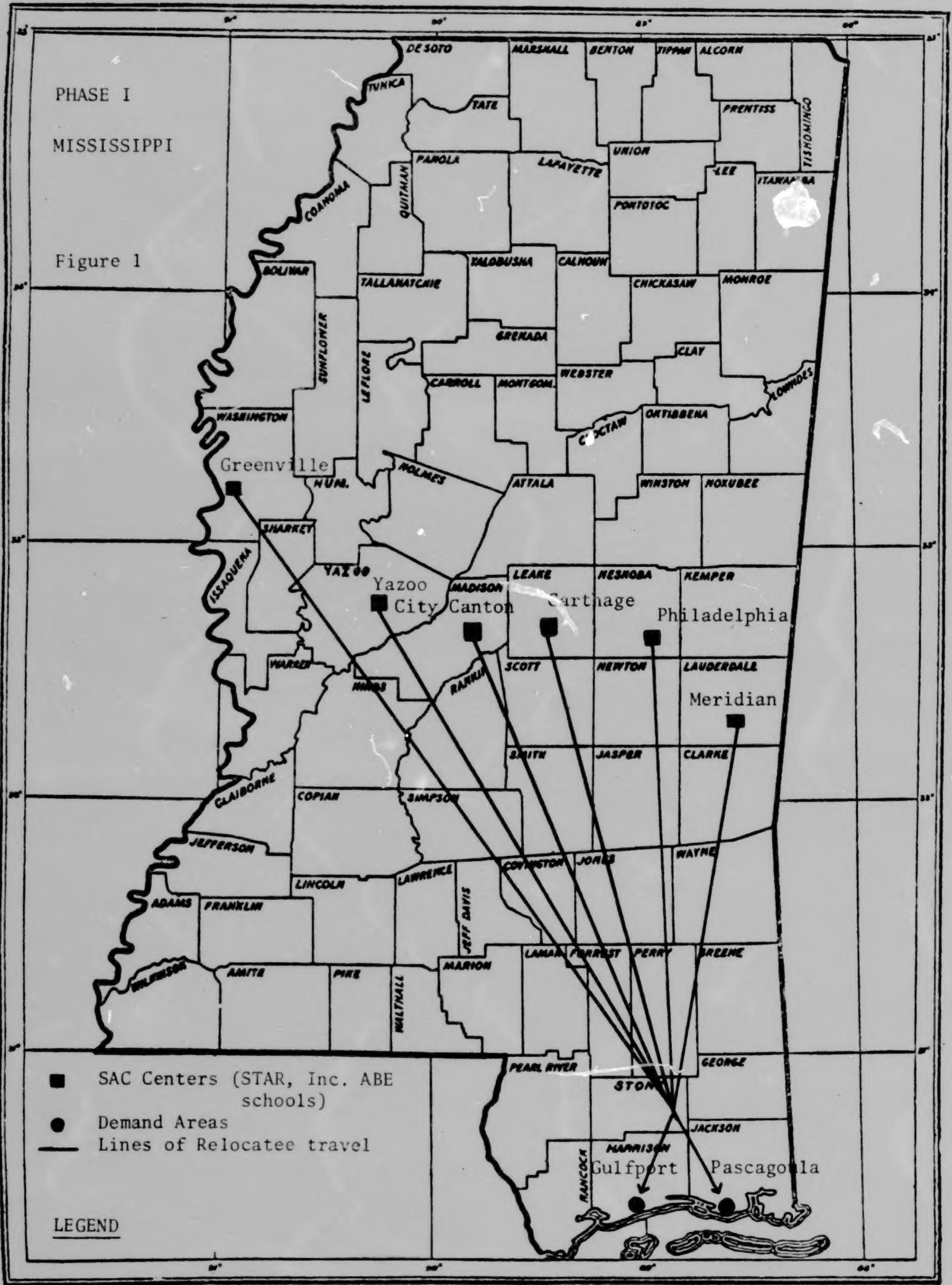


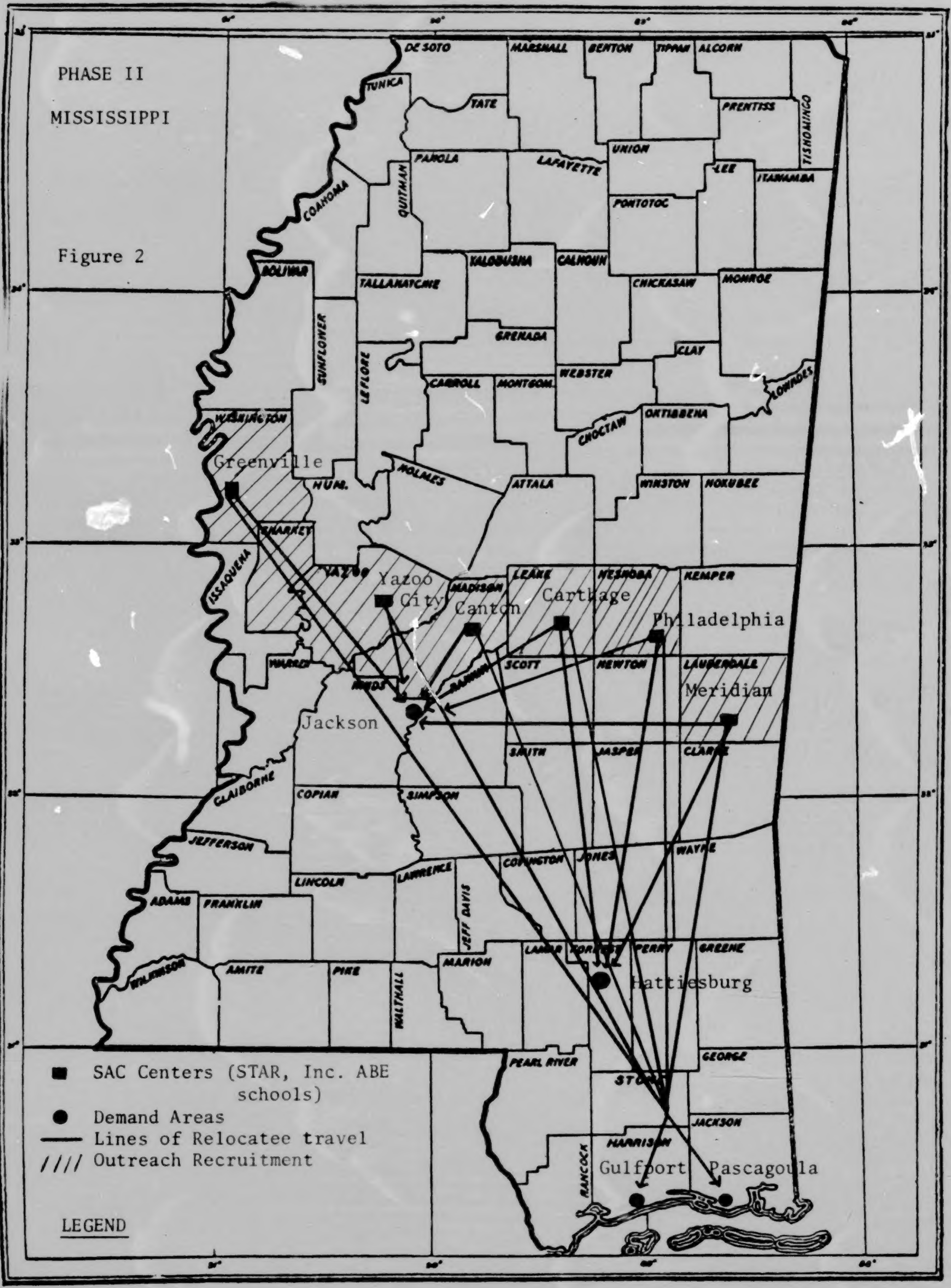
PHASE I

MISSISSIPPI

Figure 1

Greenville
Yazoo City
Canton
Carthage
Philadelphia
Meridian
Gulfport
Pascagoula
DE SOTO
MARSHALL
BENTON
TIPPAH
ALCORN
TUNICA
TATE
PRENTISS
TISHOMINGO
UNION
PANOLA
LAFAYETTE
QUITMAN
LEE
ITAWAMBA
COAHOMA
PONTOTOC
TALOBUSHA
CALHOUN
BOLIVAR
TALLAHATCHIE
CHICKASAW
MONROE
SUNFLOWER
GRENADA
LEFLORE
CLAY
CARROLL
MONTGOM.
WEBSTER
LOWNDES
WASHINGTON
CHOCTAW
OKTIBBEHA
HUM.
HOLMES
ATTALA
WINSTON
NOXUBEE
SHARKEY
ISSAQUENA
YAZOO
MADISON
LEAKE
NESHOBA
KEMPER
WARREN
HINDS
RANKIN
SCOTT
NEWTON
LAUDERDALE
SMITH
JASPER
CLARKE
CLAIBORNE
COPIAH
SIMPSON
JEFFERSON
COVINGTON
JONES
WAYNE
LINCOLN
LAWRENCE
ADAMS
FRANKLIN
JEFF DAVIS
LAMAR
FORREST
PERRY
GREENE
WILKINSON
AMITE
PIKE
WALTHALL
MARION
PEARL RIVER
STONE
GEORGE
JACKSON
HARRISON
HANCOCK
SAC Centers (STAR, Inc. ABE schools)
Demand Areas
Lines of Relocatee travel
LEGEND

Figure Two illustrates significant adjustments that were made in the flows of relocations and the deployment of field staff. Relocations began to Jackson and Hattiesburg. Relocatee recruitment extended beyond the enrollees in the STAR ABE centers because of outreach recruitment within a 25-mile radius of the STAR centers. This change in recruitment techniques resulted in increases of potential relocatees that were more likely to be offered jobs by prospective employers. Previous delays in processing applicants and matching them with jobs were reduced but not eliminated. Even with the advantage of a wide-area telephone service (WATS) communications between supply and demand area staff were slowed due to the necessity of integrating information through the central office. The major advantages of this phase over Phase I were (1) increased volume and variety of potential relocatees, (2) more diversity in types of jobs, (3) shorter distances moved, and (4) decreased lag between receiving job orders and job placements. During the first two phases six field staff relocated 133 individuals and their families.



PHASE II

MISSISSIPPI

Figure 2

Greenville
Yazoo City
Canton
Carthage
Philadelphia
Meridian
Jackson
Hattiesburg
Gulfport
Pascagoula
DE SOTO
MARSHALL
BENTON
TIPPAH
ALCORN
TUNICA
TATE
PRENTISS
TISHOMINGO
PANOLA
LAFAYETTE
UNION
LEE
ITAWAMBA
COAHOMA
QUITMAN
PONTOTOC
BOLIVAR
TALLAHATCHIE
YALOBUSHA
CALHOUN
CHICKASAW
MONROE
SUNFLOWER
LEFLORE
GRENADA
CLAY
CARROLL
MONTGOM.
WEBSTER
LOWNDES
WASHINGTON
CHOCTAW
OKTIBBEHA
HUM.
HOLMES
ATTALA
WINSTON
NOXUBEE
SHARKEY
ISSAQUENA
YAZOO
MADISON
LEAKE
NESHOBA
KEMPER
WARREN
HINDS
RANKIN
SCOTT
NEWTON
LAUDERDALE
SMITH
JASPER
CLARKE
CLAIBORNE
COPIAH
SIMPSON
JEFFERSON
COVINGTON
JONES
WAYNE
LINCOLN
LAWRENCE
JEFF DAVIS
ADAMS
FRANKLIN
LAMAR
FORREST
PERRY
GREENE
WILKINSON
AMITE
PIKE
WALTHALL
MARION
PEARL RIVER
STONE
GEORGE
JACKSON
HARRISON
HANCOCK
■ SAC Centers (STAR, Inc. ABE schools)
● Demand Areas
Lines of Relocatee travel
//// Outreach Recruitment
LEGEND

Figure Three illustrates changes effected at the beginning of the 1967-1968 period of Project operations. Less reliance upon STAR centers is noted along with the addition of Tupelo, Mississippi, and Memphis, Tennessee, as major sources of jobs. Field staff offices were separated from STAR centers and jobs were developed apart from the STAR efforts. During the last several years of Project operations, relocatees were recruited in 61 of the 82 Mississippi counties. Field staff were instructed to communicate directly with each other when coordinating job interviews and relocations. Central office staff were required to do more travel "into the field" to complement the WATS communications controls. During this phase relocations began in Arkansas in the Fall of 1969 with four new staff supervised by a state coordinator located in Little Rock. The Arkansas relocatees were recruited primarily through Rural Concentrated Employment Program (RCEP) centers in McGehee, Forrest City, Helena, and Allport, while the jobs were developed by CEP personnel (Figure Four).

During this final phase various types of field staff deployment were attempted: (1) dual function where labor supply and demand were fairly close together (35-75 miles), (2) semi-dual function where labor supply and demand were at moderately long distances apart (75-150 miles), and (3) separate-but-linked function where the supply of labor was relatively far (150 miles or more) from the supply of jobs. Examples of these three deployments were Northeast Mississippi for the dual function deployment, Northwest Mississippi-Memphis for the semi-dual deployment, and Pascagoula, Mississippi, and Little Rock, Arkansas, for the separate-but-linked deployment. The dual function deployment proved to be the most efficient in terms of minimizing staff travel and distances relocated. However, the type of deployment would have to be adapted to the particular needs of each area in future programs. The distribution of labor supply and demand should determine the deployment of field staff rather than vice versa. During Phase III (1967-1973) over 2,300 individuals and their families were relocated by an average field staff of 19 persons.

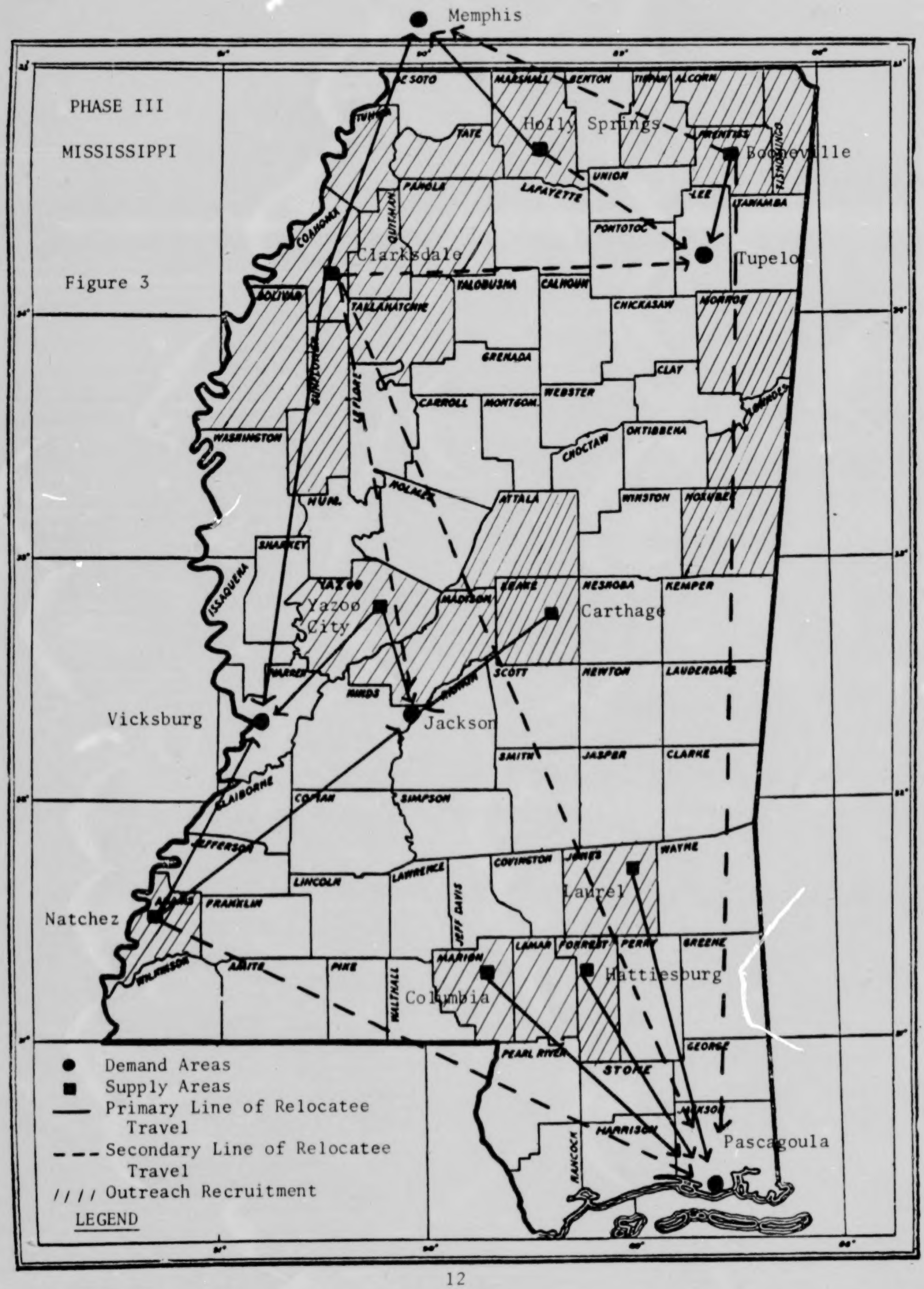


Figure 3

PHASE III
MISSISSIPPI
Memphis
Holly Springs
Booneville
Tupelo
Clarksdale
Yazoo City
Carthage
Vicksburg
Jackson
Laurel
Natchez
Hattiesburg
Columbia
Pascagoula
DE SOTO
MARSHALL
BENTON
TIPPAH
ALCORN
TISHOMINGO
TUNICA
TATE
PRENTISS
UNION
LAFAYETTE
LEE
ITAWAMBA
PANOLA
QUITMAN
COAHOMA
PONTOTOC
TALLAHATCHIE
YALOBUSHA
CALHOUN
BOLIVAR
CHICKASAW
MONROE
SUNFLOWER
GRENADA
CLAY
LEFLORE
CARROLL
MONTGOM.
WEBSTER
LOWNDES
WASHINGTON
CHOCTAW
OKTIBBEHA
HOLMES
HUM.
ATTALA
WINSTON
NOXUBEE
SHARKEY
ISSAQUENA
YAZOO
MADISON
LEAKE
NESHOBA
KEMPER
WARREN
HINDS
RANKIN
SCOTT
NEWTON
LAUDERDALE
SMITH
JASPER
CLARKE
CLAIBORNE
COPIAH
SIMPSON
JEFFERSON
COVINGTON
JONES
WAYNE
LINCOLN
LAWRENCE
JEFF DAVIS
ADAMS
FRANKLIN
WILKINSON
AMITE
PIKE
WALTHALL
MARION
LAMAR
FORREST
PERRY
GREENE
PEARL RIVER
STONE
GEORGE
JACKSON
HARRISON
HANCOCK
● Demand Areas
■ Supply Areas
—— Primary Line of Relocatee Travel
– – – Secondary Line of Relocatee Travel
//// Outreach Recruitment
LEGEND

Figure 4

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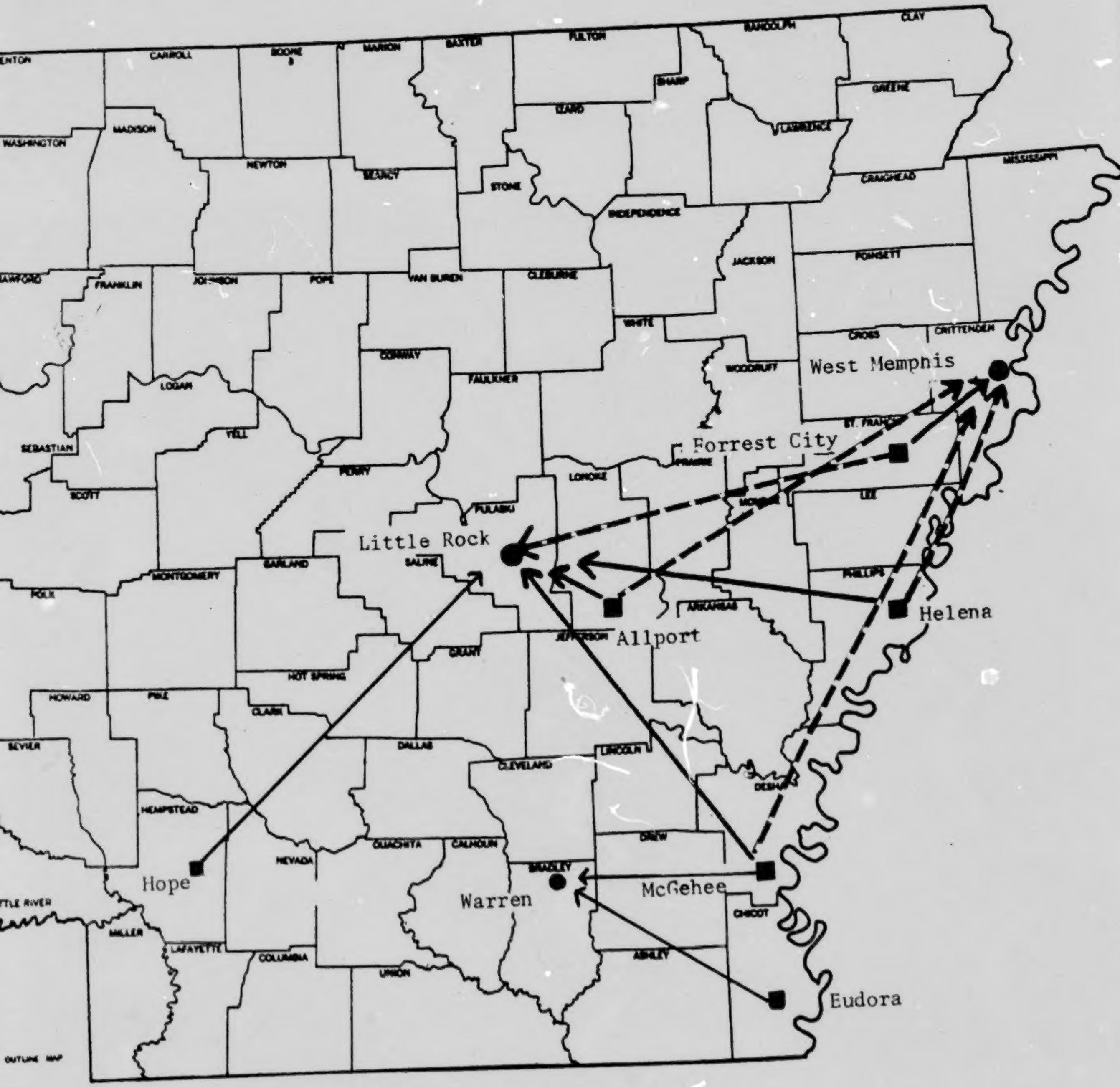
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BOONE
MARION
BAXTER
FULTON
RANDOLPH
CLAY
WASHINGTON
MADISON
SHARP
IZARD
LAWRENCE
GREENE
NEWTON
SEARCY
STONE
CRAIGHEAD
MISSISSIPPI
INDEPENDENCE
JACKSON
POINSETT
AWFORD
FRANKLIN
JOHNSON
POPE
VAN BUREN
CLEBURNE
WHITE
CROSS
CRITTENDEN
CONWAY
FAULKNER
WOODRUFF
West Memphis
LOGAN
YELL
SEBASTIAN
ST. FRANCIS
Forrest City
PRAIRIE
PERRY
SCOTT
LONOKE
MONROE
LEE
PULASKI
Little Rock
SALINE
GARLAND
MONTGOMERY
POLK
PHILLIPS
ARKANSAS
Helena
JEFFERSON
Allport
GRANT
HOT SPRING
HOWARD
PIKE
CLARK
SEVIER
DALLAS
LINCOLN
CLEVELAND
DESHA
HEMPSTEAD
OUACHITA
CALHOUN
DREW
NEVADA
BRADLEY
Hope
Warren
McGehee
LITTLE RIVER
CHICOT
MILLER
LAFAYETTE
COLUMBIA
ASHLEY
UNION
Eudora
OUTLINE MAP

LEGEND:

● Demand Areas

■ Supply Areas

——— Primary Line of Relocatee Travel

- - - - Secondary Line of Relocatee Travel

4 - Job Development

It goes without saying that the success of a relocation program depends upon the effectiveness of its job development function. Figure Five shows the geographical distribution of jobs filled by Mississippi relocatees during the history of the Project. The major labor demand areas were Jackson, Harrison, and Forrest counties in South Mississippi; Hinds and Warren counties in West Central Mississippi; Lee and Prentiss counties in Northeast Mississippi; and the Metropolitan Memphis area (Desoto County, Mississippi, and Shelby County, Tennessee). Jobs were found in 50 of the 82 Mississippi counties with 82 percent of the Mississippi relocatees going to the nine counties enumerated above.

The major types of employers of relocatees were (1) shipyards in Pascagoula and Vicksburg; (2) wood products manufacturers in Jackson, Tupelo/Verona, and Memphis; (3) mobile home manufacturers in Tupelo and Ripley (Tippah County); and (4) manufacturers of electrical and plumbing fixtures in Tupelo, Booneville (Prentiss County), and Memphis. Northeast Mississippi and Memphis had the most diversification in the types of jobs filled by relocatees while Vicksburg and Pascagoula had the least diversification. The highest average starting wages were paid in the latter two areas while the lowest average starting wages were paid in the former two areas.

Figure Six shows the distribution of relocatee jobs filled by Arkansas relocatees since October, 1969 when Arkansas mobility operations began. The major demand areas were Little Rock and Jacksonville in Pulaski County, Warren in Bradley County, Dumas in Desha County, and West Memphis in Crittenden County. Jobs were found in 17 counties with 89 percent of the Arkansas relocatees going to the four counties enumerated above. The major types of employers were (1) wood products manufacturers in Warren and Dumas ; (2) manufacturers of bicycles in Little Rock; (3) manufacturers of electrical components and watches in Little Rock; (4) manufacturers of truck trailers and recreational vehicles in Jacksonville; and (5) manufacturers of industrial chemicals. Many of the Arkansas relocatees worked in service jobs with hospitals, nursing homes, and city government. Virtually all of the high paying jobs were in the Little Rock area which also had the most diversification of jobs and employers. The Arkansas mobility job development effort was limited to the jobs developed by the Arkansas CEP centers. Labor mobility staff were not authorized to find jobs for the relocatees. Consequently, the flow of relocatees in Arkansas between supply and demand areas was dictated by (1) location of CEP training centers and (2) location of relocatee jobs developed by CEP staff. No job placements were in Northwestern Arkansas, one of the most rapidly growing areas of the state, nor were placements made in metropolitan

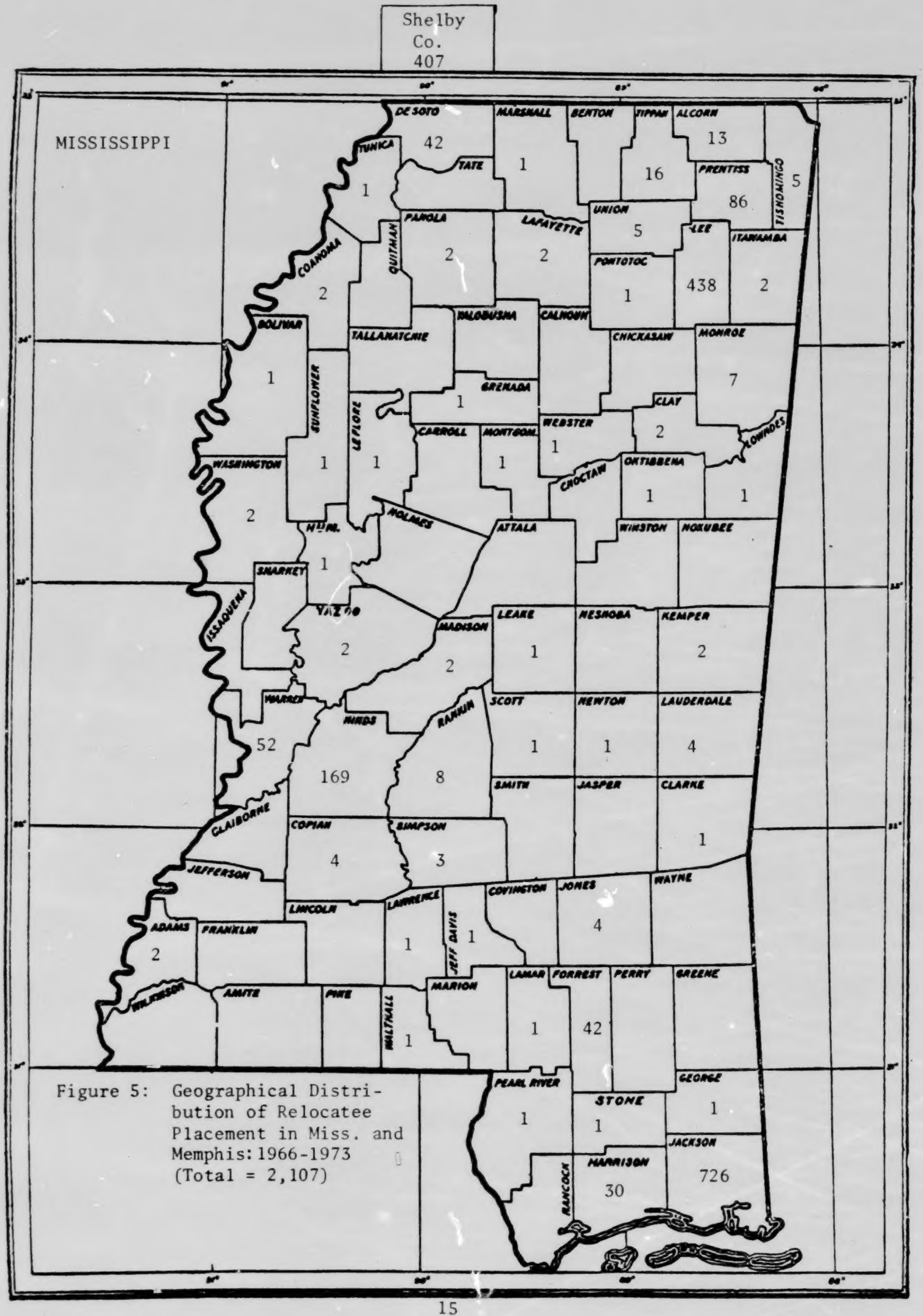
Shelby Co.
407
MISSISSIPPI
DE SOTO
42
MARSHALL
1
BENTON
TIPPAH
16
ALCORN
13
TISHOMINGO
5
TUNICA
1
TATE
PRENTISS
86
UNION
5
PANOLA
2
LAFAYETTE
2
QUITMAN
COAHOMA
2
PONTOTOC
1
LEE
438
ITAWAMBA
2
BOLIVAR
1
TALLAHATCHIE
YALOBUSHA
CALHOUN
CHICKASAW
MONROE
7
GRENADA
1
CLAY
2
SUNFLOWER
1
LEFLORE
1
CARROLL
MONTGOM.
1
WEBSTER
1
LOWNDES
1
WASHINGTON
2
CHOCTAW
OKTIBBEHA
1
HUM.
1
HOLMES
ATTALA
WINSTON
NOXUBEE
SHARKEY
ISSAQUENA
YAZOO
2
MADISON
2
LEAKE
1
NESHOBA
KEMPER
2
WARREN
52
HINDS
169
RANKIN
8
SCOTT
1
NEWTON
1
LAUDERDALE
4
CLAIBORNE
SMITH
JASPER
CLARKE
1
COPIAH
4
SIMPSON
3
JEFFERSON
LINCOLN
LAWRENCE
1
JEFF DAVIS
1
COVINGTON
JONES
4
WAYNE
ADAMS
2
FRANKLIN
WILKINSON
AMITE
PIKE
WALTHALL
1
MARION
LAMAR
1
FORREST
42
PERRY
GREENE
PEARL RIVER
1
STONE
1
GEORGE
1
HANCOCK
HARRISON
30
JACKSON
726

Figure 5: Geographical Distribution of Relocatee Placement in Miss. and Memphis: 1966-1973 (Total = 2,107)

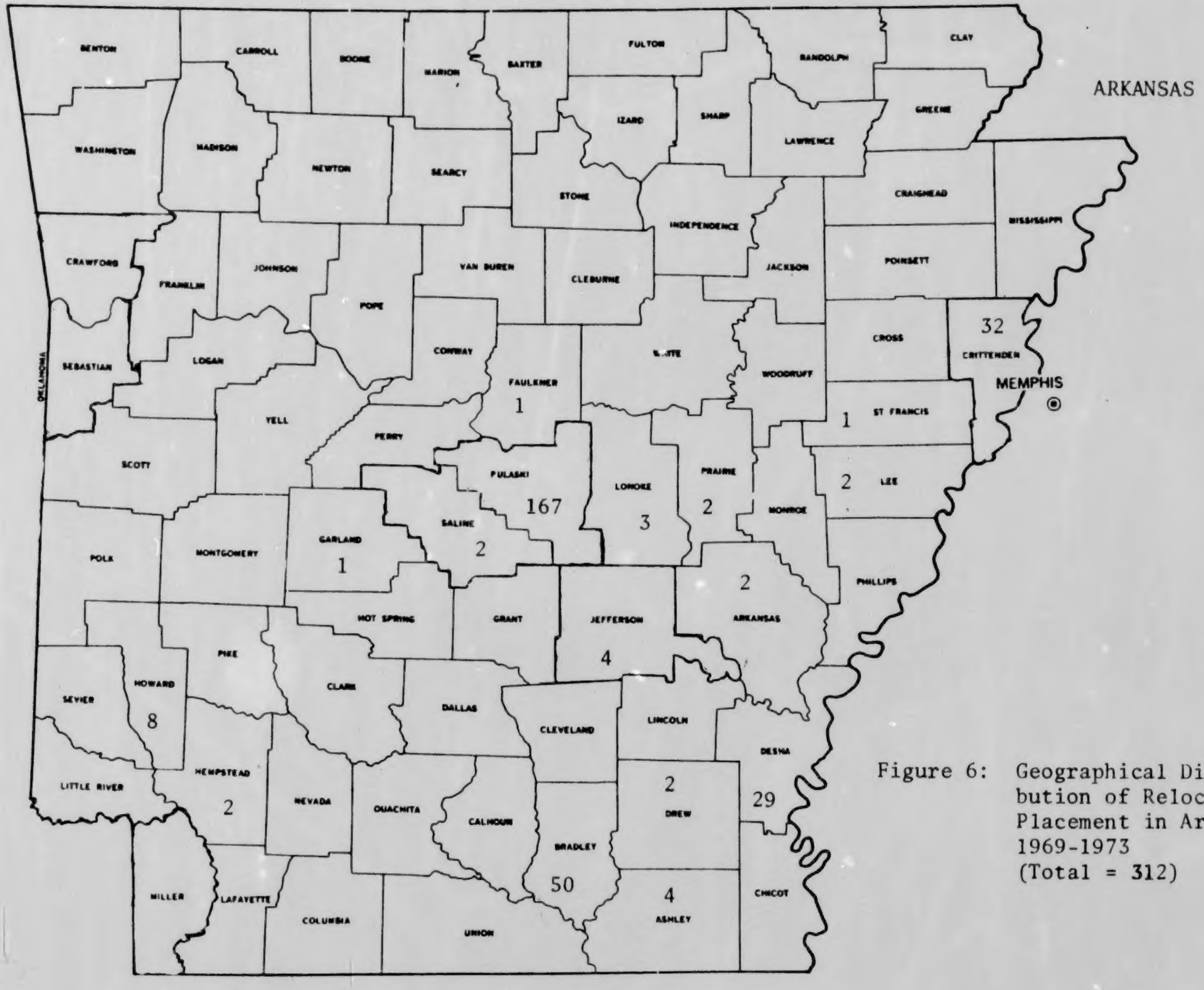
ARKANSAS
MEMPHIS
OKLAHOMA
BENTON
CARROLL
BOONE
MARION
BAXTER
FULTON
RANDOLPH
CLAY
WASHINGTON
MADISON
NEWTON
SEARCY
STONE
IZARD
SHARP
LAWRENCE
GREENE
CRAIGHEAD
MISSISSIPPI
CRAWFORD
FRANKLIN
JOHNSON
POPE
VAN BUREN
CLEBURNE
INDEPENDENCE
JACKSON
POINSETT
SEBASTIAN
LOGAN
CONWAY
WHITE
WOODRUFF
CROSS
CRITTENDEN
32
FAULKNER
1
ST FRANCIS
1
YELL
PERRY
SCOTT
PULASKI
167
LONOKE
3
PRAIRIE
2
MONROE
LEE
2
SALINE
2
GARLAND
1
POLK
MONTGOMERY
HOT SPRING
GRANT
JEFFERSON
4
ARKANSAS
2
PHILLIPS
HOWARD
8
SEVIER
PIKE
CLARK
DALLAS
CLEVELAND
LINCOLN
DESHA
29
LITTLE RIVER
HEMPSTEAD
2
NEVADA
OUACHITA
CALHOUN
BRADLEY
50
DREW
2
MILLER
LAFAYETTE
COLUMBIA
UNION
ASHLEY
4
CHICOT

Figure 6: Geographical Distribution of Relocatee Placement in Arkansas: 1969-1973 (Total = 312)

Texarkana. As a general rule, relocatees from the Southeast Arkansas area, the Arkansas "Delta," were not afforded the option of relocating to Little Rock for wages that were generally higher than those available in Warren and Dumas.

Table 1 shows the distribution of relocatee jobs by occupational categories for the five major contract periods of Project operations. The major jobs were in the structural trades, primarily welders and construction laborers, occupations in Pascagoula and Vicksburg. It is readily apparent that the types of jobs in which relocatees were placed during each time period varied considerably---because of (1) job availability/demand, (2) types of relocatees available, and (3) the ebb and flow of types of employers. The sudden increase of white collar jobs (professional and sales/clerical) occurred in 1970-1971 due to an influx of college graduates who were relocated as an experimental group. As mentioned above, the major jobs were for welders, construction laborers, workers in warehouses, materials processors and handlers, leather and textile workers, and wood products fabrication and repair workers.

Also in Table 1 are the average starting wages of the relocatees during the various Project contract periods. The general trend is that fewer and fewer of the relocatees were placed in jobs that paid less than $2.00 per hour although there are some significant variations in that trend. The major sources of relatively high paying jobs were Ingalls Shipyards ($3.09/hour) and Construction Workers Local 1142 ($2.67/hour) in Pascagoula, Longshoremen's Local 1752 ($2.81/hour) in Pascagoula/Gulfport, and Marathon LeTourneau Shipyards ($2.28/hour) in Vicksburg. Variations in flow of relocatees to these employers were reflected in the overall average starting wages. Ingalls is a good example: Prior to December, 1968, the beginning of the third contract period, Ingalls hired only two of the 448 relocatees placed by the Project. During the following period, 1968-1970, Ingalls hired 12.3 percent of all relocatees and increased its participation to 20.5 percent during 1970-1971 and 23.0 percent during 1971-1973. No placements were made at Marathon LeTourneau prior to July, 1971, almost at the end of the 1970-1971 period. Construction Workers Local 1142 hired 21 percent of all relocatees during the 1966-1967 and 1968-1970 periods but less than one percent during the other periods. Longshoremen's Local 1752 hired 19 percent of all relocatees during the first period (1966-1967) but only 1.6 percent during the other periods. Also, two other major employers, Mississippi Products Incorporated in Jackson and Town and Country Mobile Homes in Verona (near Tupelo) consistently paid at or near the federal minimum wage; the 121 relocatees to MPI received an average of $1.60 per hour and the 105 relocatees to Town and Country Mobile Homes received an average of $1.63 per hour. These two employers

Table 1 : Percentage Distribution of Relocatee Jobs by Contract Period

Characteristic	Contract Periods											
	6/66-6/67		7/67-11/68		12/68-2/70		3/70-11/71		12/71-2/73		6/66-2/73	
	N	%	N	%	N	%	N	%	N	%	N	%
Job Categories	115	100.0	333	99.9	783	100.0	960	99.9	304	99.9	2495	99.9
Professional, Technical, and Managerial	0	0.0	7	2.1	3	0.4	91	9.5	8	2.6	109	4.4
Clerical and Sales	1	0.9	19	5.7	15	1.9	57	5.9	14	4.6	106	4.2
Service	9	7.8	6	1.8	17	2.2	45	4.7	11	3.6	88	3.5
Farming, Fisheries, and Forestry	7	6.1	5	1.5	3	0.4	5	0.5	0	0.0	20	0.8
Processing Trades	6	5.2	3	0.9	88	11.2	106	11.0	50	16.4	253	10.1
Machine Trades	3	2.6	94	28.2	87	11.1	103	10.7	17	5.6	304	12.2
Benchwork Trades	23	20.0	56	16.8	170	21.7	72	7.5	29	9.5	350	14.0
Structural Work	45	39.1	48	14.4	335	42.8	370	38.5	102	33.6	500	36.1
Miscellaneous	21	18.3	95	28.5	65	8.3	111	11.6	73	24.0	365	14.6
Relocation Job Wage Rate	115	100.0	333	100.0	783	100.0	960	99.9	304	100.0	2495	99.9
$1.00 - $2.00*	72	62.6	301	90.4	452	57.7	491	51.1	167	54.9	1483	59.4
$2.01 - $2.50	23	20.0	10	3.0	71	9.1	147	15.3	57	18.8	308	12.3
$2.50 +	20	17.4	22	6.6	260	33.2	322	33.5	80	26.3	704	28.2
(Average)	$1.88		$1.73		$2.10		$2.40		$2.19		$2.16	

*Minimum Wage Legislation went into effect on February 1, 1967, for $1.40 per hour and later on February 1, 1968, for $1.60 per hour. Minimum wage legislation affected starting wages of the relocatees from February 1, 1967 on.

were the third and fourth largest employers respectively of Project relocatees. Finally, the influx of college graduates in the summers of 1970 and 1971 also resulted in higher-than-average starting wages for the relocatees.

5 - Administrative and Operational Controls

Presented thus far were those operational phases required to develop a workable concept of operation and the key elements of relocatee recruitment and job development. The following discussion concerns the "middle link," i.e., Project administrative and operational controls.

Solutions to problems encountered and how these were solved for the various "functional areas" of administrative and operational control are discussed as follows: (1) the location of the control unit and its need for communications support, (2) control of field staff work, (3) processing client information, (4) processing information on the locations and types of potential relocatee jobs, (5) actions required to implement relocatee job interviews, (6) processing relocations, (7) fiscal controls for the operational budget and the issuance of worker relocation financial assistance grants, and (8) data collection and reports preparation.

With the exception of the Project's fiscal department, the central office and control unit were located in Hattiesburg, Mississippi.[3] Initially, Hattiesburg was centrally located for the first year partial state effort. The key to the success of the control unit was not its location but rather its ability to communicate with field staff and appropriate individuals (movers, directors of other programs, relocatees, etc.) on a responsive basis. A Mississippi Wide Area Telephone (WAT) system was the solution to this need. Likewise, the flow of information and support needed by the Arkansas unit required use of long distance telephones.

Control of field staff work was not achieved until the second year of work. This involved putting together a "system" of timely actions required for recruiting unemployed workers, find jobs for some of those workers, arranging for moves, payment of worker financial assistance, timely flow of documentation, etc. During the first year of work, too much emphasis was placed on use of the telephone for control of actions without a good system for recording those actions. Also, more field visits by control staff were needed. During the second year of work, the Project developed a large "control board" which listed the applicants' names and those sequential coordinating steps necessary to complete the relocation process. Later, two additional boards were added, expanding this control capability to handle over 100 relocatees per month. The Project never exceeded this workload. A larger relocation program would have needed some form of electronic data storage and retrieval system for this purpose.

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[3] The fiscal officer was located in Jackson, Mississippi, with the STAR, Inc., headquarters since support received from STAR, Inc. (computer payroll, staff fringe benefits program supervision, check disbursement capability, bonding, etc.) dictated this arrangement. STAR, Inc. was initially chartered to operate an OEO funded program for impact upon the Mississippi poor population. The MLMP, STAR, Inc., was later accepted for its demonstration/research work. Since the MLMP, STAR, Inc., was a DOL funded project, it was structured to operate as a "self contained," separate component although under STAR, Inc. Board of Directors' and the STAR, Inc. Executive Director's supervision. If the project had not been a component of STAR, Inc., its fiscal department would have been appropriately located within the control unit.

Information on eligible workers who wished to relocate was essential. Initially, all who requested to be relocated were screened, resulting in heavy paper work and file maintenance. A revised system of delaying screening until jobs were available worked more effectively; the number of available jobs usually dictated the limits of the number of potential relocatees "on file."

Information on the location and types of jobs was initially relayed by telephone through the operations coordinator to the appropriate area recruiter. This was not the best system but the only workable one for the separated-but-linked supply area/demand area staff deployment discussed earlier. Dual function and semi-dual function staff were component entities for exchange of information on jobs and clients. This technique was noted for its reliability and effectiveness. However, in each case documentation of jobs, types of workers desired, etc. was forwarded to the coordinator for research and reports purposes.

Implementation of relocatee job interviews was not satisfactorily solved during the first year of work. Problems associated with applicant screening and timely issuance of applicant travel funds stemmed from the Project's inability to produce applicants for interview within the time schedule desired by employers. Solutions required completing the screening process on potential relocatees, issuing travel, overnight, and first week costs of living checks for the individuals screened and sending (via bus) or taking these individuals (via staff automobiles) to the employer within a two to three day time period.

Processing relocations which presented numerous problems during the first year of work worked more smoothly later on. If the individual was hired, he was expected to immediately report to work. Processing single relocatees was a matter of (1) helping them find acceptable interim housing and (2) issuing the financial assistance needed until they began receiving pay from their new jobs. However, many were reporting for jobs without adequate clothing and were not properly briefed by staff prior to leaving the supply area. Married individuals had similar problems plus those associated with maintaining two residences until suitable housing could be found for moving his family.[4] Solutions required extensive staff and Project support during the early and critical stage of relocation. The main problems were (1) finding acceptable housing, (2) preparation of family for move, (3) arrangements for transporting household effects and family, (4) timely flow of grant financial assistance, and (5) demand area staff support.

Fiscal controls for the Project's operational budget were non-existent at the beginning. Normal bookkeeping requirements supported by proper documentation had to be established. The main problem encountered were those funds issued for worker interview travel and for the first week costs of living for those individuals hired. Those checks had to be issued on an advanced basis assuming the individual would be hired. Many check cancellations were required as some individuals failed to report for the interview, some were not hired, and others did not stay on the job long enough to receive authorized payments. Later, operation of the Arkansas unit presented additional problems. Checks were arriving too late because of postal delays. Consequently, the Arkansas unit was authorized to issue its own system of required checks with close accountability between the unit and the Project's fiscal department.

Fiscal controls for issuance of worker relocation financial assistance grants involved "bridging" split responsibility for these issuances between the Project and the Mississippi Employment Security Agency. By contract arrangement, the Department of Labor issued these funds to the Unemployment Insurance Branch of the State Agency for budget control check issuance, and accountability. Documentation, certifications, and timely flow of the "package" of documents for an individual issuance was the responsibility of the Project. Recruiting and job development staff were responsible for executing pertinent forms required for an issuance. Staff training, acceptance of responsibility, and extensive telephone communications were the solution to a smooth working process.

During the first year when individual relocation assistance allowance (grant settling-in financial assistance) was issued on a single-check basis, much of this allowance was not spent on necessary items such as rent, utilities, work clothes, and so on. Consequently, during the second year of work the Project instituted a phased three-part funds issuance and more staff counseling on the use of those funds.

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[4] During the second year the maintenance of separate residences was dealt with by issuing separate maintenance allowances.

Data collection and reports preparation required development of a reliable system of data input, storage, and retrieval in order to be able to assess the Project's progress in meeting its objectives. Full-time research personnel were not hired or contracted (consultants) until late 1971, prior to which time analysis and reports were prepared on a somewhat limited basis. In the early years the objectives were mostly operational in that basic techniques of recruitment, placement, and relocation of individuals and their families were to be explored. Little emphasis was placed on determination of the factors that were significant in the decisions of the individuals to relocate and remain in the new areas once relocated. Only the simplest of data were assimilated in order to keep track of the relocatees and to determine the nature of the target population(s); the basic data included some few personal characteristics of the relocatees, old and new job information, amount of prior manpower training, distance relocated, and amount of relocation assistance received. Screening records were kept to determine relocation eligibility, not predict likelihood of success in relocation. Routine follow-up contacts were made to determine the location of the relocatees and to discuss any problems they may have been experiencing. Collection of detailed information about their adjustment problems and the impact of those problems on their likelihood of being successful relocatees was not initiated until early 1972 after the Project was informed that its initial operational objectives had been achieved and that its attention had to be directed toward finding "answers" for successful relocations. Throughout its history the Project prepared annual reports and special reports as required by the Department of Labor.[5] In early 1972 the Project began computer storage and retrieval of client information, beginning with the clients screened during the March, 1970 - November, 1971 contract period.

6 - Project Performance Averages

Table 2 points out significant phases of Project operational development with resultant impact upon the numbers of those who received relocation services. The first year of work showed minimum results because (1) this was a year for learning; (2) the Project was restricted to a partial state operation; and (3) only six staff were engaged in field operations (recruiting and job placement). The second year showed significant increases in all major areas of Project operations. The fifteen month period from December, 1968 through February, 1970 was the peak period for relocation work with a decrease afterwards. The decrease was attributed to (1) a decrease in labor demand and (2) a shift from purely operational activities to primarily research activities. The last period of work shows a more than 50 percent decrease in productivity as directed by the Department of Labor for its "redirected" research.[6] Only those who could be virtually assured of being hired either as relocatees or as local placements were screened in. Time and RAA funding did not allow developing and maintaining a pool of potential relocatees as had been done in the past.

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[5] See footnote 1.

While the overall two-month stay rate improved during the second contract period, it dropped to 70 percent during the third period and remained stabilized thereafter.

Table 2 includes a line for monthly performance averages for local placement work. Throughout Project history 1,160 unemployed workers were placed in local jobs by Project staff. Local placements were more often done during "slack" periods when funding or contract extension was uncertain. If these placements had been added to those 2,495 workers who received relocation services, the total performance would have been 3,655 job placements.

7 - Project Cost Averages

Having summarized measures of Project performance (productivity), it is useful to consider the costs of such a program. Table 3 presents major Project outlays for the five contract periods. Changes in operational development and contract objectives are reflected in those cost averages. As noted in the first paragraph of this synopsis, the Project relocated about 2,500 individuals and their families at a cost of $2,204,198 over 80 months extending from June, 1966 through February, 1973. This averages out to $883 per relocation (line 11 in Table 3). It is apparent that average costs for different items varied considerably from one period to another with the third and fourth time periods having the best overall average costs of $722 per relocatee for 1,743 relocatees. During these periods 70 percent of the 2,495 relocatees were moved for 57 percent of the $2,204,198 spent. These two periods together are considered to be most indicative of the effectiveness and efficiency of the Project's operation. These were also the periods when the largest percentage (46%) of Project funding went to the relocatees and not operations (line 15 vs. line 16). Average payments to relocatees (lines 2, 4, 7, and 8) varied with the marital composition and average number of dependents of the relocatees. The amount of RAA monies as a percent of total monies was a reflection of the availability of such monies. As mentioned

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[6] Operational field staff were reduced by one-third and relocations were reduced by 50 percent.

Table 2: Project Performance Averages

Contract Period	1966-67	1967-68	1968-70	1970-71	1971-73	1966-73
(Number of Months)	(12)	(17)	(15)	(21)	(15)	(80)
Number Screened In/Month	34.3	47.2	85.3	75.4	N.A.	N.A.
Number Eligible and Willing to Move/ Month	27.7	46.1	85.2	69.2	27.5	53.2
Number Sent for Job Interviews/Month	21.0	38.0	84.0	60.3	23.1	47.1
Number Relocated/Month	9.6	19.6	52.2	45.7	20.3	31.2
Number Successful (Stayed at Least 2 Months)/Month	6.3	14.9	36.6	32.0	13.6	21.9
Number Unsuccessful (Left Prior to 2 Months)/Month	3.2	4.7	15.6	13.7	6.7	9.2
Number Local Placements/Month	0.8	4.7	27.3	28.4	5.7	14.8
Average Miles Moved/Contract Period	228.7	120.4	112.1	106.8	86.0	118.9
Percent Two-Month Stayers	66%	76%	70%	70%	67%	70%

Table 3: Project Costs

COST ITEMS	CONTRACT PERIODS					
	6/66-6/67	7/67-11/68	12/68-2/70	3/70-11/71	12/71-3/73	TOTAL 6/66-3/73
1. No. of Relocatees	115	333	783	960	304	2,495
2. RAA ($)	$ 17,459	$ 94,545	$198,248	$260,530	$ 74,169	$ 644,951
3. Operational Costs($)	102,549	241,228	368,600	431,335	[illegible]15,535	1,559,247
4. Medical, Interview Travel, & C/L ($)	4,782	15,012	53,076	65,457	13,424	151,751
5. Purely Operational ($) (3) less (4)	97,767	226,216	315,524	365,878	402,111	1,407,496
6. Total Cost (2) + (3)	120,008	335,773	566,848	691,865	489,704	2,204,198
7. (2) ÷ (1)	152	284	253	271	244	258
8. (3) ÷ (1)	892	724	403	449	1,367	625
9. (4) ÷ (1)	42	45	67	68	44	61
10. (5) ÷ (1)	850	679	402	381	1,323	564
11. (6) ÷ (1)	1,044	1,008	723	720	1,611	883
12. (2) as % of (6)	14.54%	28.15%	34.97%	37.66%	15.14%	29.26%
13. (3) as % of (6)	85.45%	71.84%	65.02%	62.34%	84.85%	70.73%
14. (4) as % of (6)	3.98%	4.47%	9.36%	9.46%	2.74%	6.88%
15. (2) + (4) as % of (6)	18.53%	32.62%	44.33%	47.11%	17.88%	36.14%
16. (5) as % of (6)	81.46%	67.37%	55.66%	52.88%	82.11%	63.55%

before, when those monies were not available, Project staff concentrated in local placement of clients. The last period was the worst from a cost average standpoint; the averages soared as relocations were reduced significantly while staff switched to almost full-time research and research personnel and part-time consultants were hired. Furthermore, during the first three months of the last period no relocations were effected as Project staff were reorganizing for the full-scale research to be conducted---workshops, questionnaire construction and testing, and so on. Table 3 does not include the 1,160 clients who were placed in local jobs. Had they been included the costs per "placement" would have been considerably lower---a decrease from $833 per relocatee placement to $603 per "placement" (relocatees plus local placements).

D - Description of Project Population

This report is addressed to those Delivery Agent program elements and subordinate discussions for Delivery Agent program implementation. Justification for this recommended operational system is based on the depth of services needed by the disadvantaged poor. For this reason, a description of those served by the Mississippi Labor Mobility Project, STAR, Inc., is included. This description is based on applicants screened for relocation assistance during 1966-1973.

Table 4 summarizes the salient characteristics of those who received relocation services during the Project's history. The data are presented by contract periods to illustrate the changing nature of the Project's client populations. When relocation assistance funding was low or uncertain, more singles were relocated because they required less financial assistance and less follow-through commitments by Project staff. Changes in operational structures resulted in changes in the composition of the relocatee populations. The full-scale operation of the Arkansas mobility unit resulted in the following overall changes: (1) increase in female relocatees, (2) increase in single relocatees, (3) decrease in relocatees with labor force experience, and (4) increase in relocatees with manpower training.

Closely following the initiation of the Arkansas unit was a heavy emphasis, at Department of Labor request, on recruitment of manpower training program enrollees most of whom were single, without dependents, relatively young, and generally inexperienced in the labor force. It should be noted that the increased emphasis on relocating manpower trainees did not affect the overall stay rates of the relocatees. In fact, those without such training were more likely to be stayers than those with training.

Table 4: Selected Characteristics of Relocatees for the Five Major Project Contract Periods

Characteristic	Contract Periods											
	6/66-6/67		7/67-11/68		12/68-2/70		3/70-11/71		12/71-2/73		6/66-2/73	
	N	%	N	%	N	%	N	%	N	%	N	%
Sex	115	100.0	333	100.0	783	100.0	960	100.0	304	100.0	2495	100.0
Male	113	98.5	302	90.7	754	96.3	862	89.8	259	85.2	2293	91.9
Female	2	1.5	31	9.3	29	3.7	98	10.2	45	14.8	202	8.1
Race	115	100.0	333	100.0	783	100.0	960	100.0	304	100.0	2495	100.0
White	11	9.6	118	35.4	272	34.7	422	44.0	65	21.4	888	35.6
Black	104	90.4	215	64.6	511	65.3	538	56.0	239	78.6	1607	64.4
Marital Status	115	100.0	333	100.0	783	100.0	960	100.0	304	100.0	2495	100.0
Single	82	70.9	165	49.5	401	51.2	523	54.4	208	68.4	1382	55.4
Married	33	29.1	168	50.5	382	48.8	437	45.6	96	31.6	1113	44.6
Dependents	115	99.9	333	100.0	783	100.0	960	100.0	304	100.0	2495	100.0
Yes	45	39.5	179	53.8	393	50.2	505	52.6	126	41.4	1246	49.9
No	70	60.4	154	46.2	390	49.8	455	47.4	178	58.6	1249	50.1
Labor Force Exper.	115	100.0	333	100.0	783	100.0	960	100.0	304	100.0	2495	100.0
Yes	113	98.5	295	88.6	650	83.0	676	70.4	211	69.4	1947	78.0
No	2	1.5	38	11.4	133	17.0	284	29.6	93	30.6	548	22.0
Age	115	100.0	333	99.9	783	100.0	960	99.9	304	99.9	2495	100.0
18-20	26	22.4	108	32.4	270	34.3	310	32.3	136	44.7	847	34.0
21-25	43	37.3	95	28.5	251	32.1	403	41.9	98	32.2	892	35.7
26-30	18	15.7	44	13.2	103	13.2	105	11.0	34	11.2	305	12.2
30 +	28	24.6	86	25.8	159	20.4	142	14.7	36	11.8	451	18.1
Education	115	100.0	333	100.0	783	100.0	960	100.1	302	100.0	2495	99.9
0- 8	39	33.9	121	36.4	240	30.6	191	19.9	45	14.9	637	25.5
9-11	53	46.1	105	31.5	304	38.9	299	31.2	108	35.8	874	35.0
12+	23	20.0	107	32.1	239	30.5	470	49.0	149	49.3	984	39.4

Table 4: Selected Characteristics of Relocatees for the Five Major Project Contract Periods (Continued)

	Contract Periods											
Characteristic	6/66-6/67		7/67-11/68		12/68-2/70		3/70-11/71		12/71-2/73		6/66-2/73	
	N	%	N	%	N	%	N	%	N	%	N	%
Manpower Training	115	100.0	333	100.0	783	100.0	960	100.0	304	100.0	2495	100.0
Yes	12	10.4	64	19.3	140	17.9	538	56.0	184	60.5	927	37.2
No	103	89.6	269	80.7	643	82.1	422	44.0	120	39.5	1568	62.8
Distance Relocated	115		333		783		960		304		2495	
(Average)	228.7		120.4		112.1		108.0		88.1		114.1	
Old Wage Rate	110	100.0	306	100.0	639	100.0	632	100.0	207	100.0	1894	100.0
Less than $1.60	88	79.7	201	65.6	216	33.8	160	25.3	63	30.4	726	38.3
$1.60 - $2.00	12	10.9	71	23.3	279	43.7	304	48.1	103	49.8	769	40.6
$2.01 - $2.50	6	5.5	19	6.1	76	11.9	72	11.4	21	10.1	195	10.3
$2.50 +	4	3.9	15	5.0	68	10.6	96	15.2	20	9.7	204	10.8
(Average)	$1.31		$1.39		$1.72		$1.89		$1.80		$1.71	
Weeks Unemployed at Time of Screening	115		333		783		960		304		2495	
(Average)	12.9		18.5		11.1		13.0		8.7		12.6	

Average distances relocated dropped as the Project added new demand areas and as relocatees were more able to relocate to jobs closer to home. However, the decrease in distances relocated did not significantly affect stay rates.

Difficulty in finding out-of-area employment for females is obvious. This improved during more recent periods of work but continued to be indicative of a major problem for relocation programs in rural states such as Mississippi and Arkansas.

The mix of married and single relocatees slightly favored singles although those with dependents were equally distributed. Relocatees were predominantly the young (25 years of age or younger) although the high percentage of labor force experience indicates some of these had previous work experience. From a formal education viewpoint, nearly two-thirds failed to obtain a high school diploma. From a job placement viewpoint, this indicated that employers were willing to hire those with less than a high school education although most preferred high school graduates. In general, the bulk of the Project population were disadvantaged and poor.

During 1971-1973, more indepth data were obtained on applicants for purposes of research. These applicants are representative of those provided relocation assistance during earlier periods of work and are representative of the types of clients who could be served by the relocation services delivery agent system design developed in this report.

Having summarized major characteristics of the relocatees, dimensions of relative need for manpower services are now discussed.

1 - Need for Services as Related to Migration

Need for services has these dimensions: (1) full-time work in order to support individual and/or family for acceptable life style; (2) marketable skills; (3) local employment versus migration to find employment; (4) opportunity to improve living standard without migrating; (5) effects of migration on marital relationship, children's performance in school, weakening of family ties, decreasing likelihood of spouse employment, child care costs in new area of work, etc.; (6) psychic benefits of migration versus psychic costs; and (7) prospects of suitable employment immediately subsequent to migrating.

Relative need is categorized into four areas: (1) financial need, (2) employability of quality of work experience, (3) standard of living, and (4) family situation. This description will include participant need for Manpower Program intervention and in particular those needs related to the provision of relocation assistance.

2 - Financial Need

Project population had average annual family incomes of $1,938 with almost three-fifths having annual incomes of $2,000 or less (Table 5). The relocatees were poorer ($1,852 vs. $1,938 annual income) than the overall applicant population. Average annual family incomes in Arkansas and Mississippi in 1970 were $7,459 and $7,292 respectively. The Project applicants and the relocatees were significantly poorer than those in the general state populations.

Family income alone does not clearly indicate relative financial need. Table 5 shows that Project applicants had an average family size of 5.1 persons (excluding persons who were living alone). One's ability to migrate or seek employment is strongly influenced by, if not dependent upon, having some reserve funds and means of transportation. Table 5 shows an almost complete lack of these resources among the population.

OEO poverty criteria measure disadvantagedness not only in terms of income but also in terms of (1) education, (2) minority group status, (3) age, and/or (4) physical handicaps. Table 6 shows that almost 94 percent of the Project population and 93 percent of the relocatees were disadvantaged by OEO standards. When the poor and disadvantaged are combined, over 70 percent of both the Project population and the relocatees can be classified as "disadvantaged poor" with only slightly over 4 percent being "nondisadvantaged nonpoor" (Table 7).

These broad indications suggest a high level of gross relative population need for social service intervention, one type of which is relocation to areas of better economic and social opportunities.

Table 5: Financial Situation of Total and Relocatee Populations

Variable	Total Population	%	Relocatee Population	%
12-Month Family Income	413	100.0	304	100.0
None	24	5.8	17	5.6
$1-$2,000	218	52.8	168	55.3
$2,001-$4,000	128	31.0	91	29.9
$4,001 +	43	10.4	28	9.2
(Average)	$1938		$1852	
Number of Dependents	413	100.0	304	100.0
None	236	57.1	178	58.6
One	52	12.6	34	11.2
Two	47	11.4	29	9.5
Three	38	9.2	30	9.9
Four	18	4.4	15	4.9
Five or more	22	5.3	18	5.9
Reserve Funds	413	100.0	304	100.0
Yes	57	13.8	37	21.2
No	356	86.2	267	87.8
(Average)	N/A		N/A	
Possession of Car	413	100.0	304	100.0
Yes	130	31.5	102	33.6
No	283	68.5	202	66.4

Table 6 : Poverty and Combinations (degrees) of Disadvantaged among Total Population and Relocatees

Category	Total Population	%	Relocatees	%
Poor +3*	81	19.7	62	20.4
Poor +2*	152	36.9	109	35.8
Poor +1*	60	14.6	51	16.8
Poor Only	9	2.2	8	2.6
Not poor +3*	25	6.1	16	5.3
Not poor +2*	32	7.8	17	5.6
Not poor +1*	36	8.7	27	8.9
Not poor only	17	4.1	14	4.6
Total	412	100.0	304	100.0

* "3", "2", and "1" refer to number of disadvantaged characteristics (age, education, and race) in addition to being poor or nonpoor.

Table 7: The Poor and the Disadvantaged among Total Population and Relocatees

Category	Total Population	%	Relocatees	%
Disadvantaged Poor	293	71.1	222	73.0
Nondisadvantaged Poor	9	2.2	8	2.6
Disadvantaged Nonpoor	93	22.6	60	19.7
Nondisadvantaged Nonpoor	17	4.1	14	4.6
Total	412	100.0	304	99.9

3 - Employability

Table 8 shows that slightly over two-thirds of the Project population had worked before applying for relocation services. This work experience can be summarized as follows: (1) 26 percent received less than the $1.60 per hour minimum wage and 75 percent received less than $2.00 per hour; (2) 73 percent had worked for only one employer; (3) the primary places of prior employment were agriculture, industry, and nondomestic services, with industry being the predominant source of most recent employment; (4) over 96 percent of prior jobs were full time; (5) absence from work was fairly infrequent; (6) illness accounted for the vast majority of work absences; (7) very few were fired from their most recent job, while 35 percent had been laid off; (8) two-thirds had been on their most recent job 28 weeks or less; (9) 56 percent had 28 weeks or less of wage income in the 52 weeks prior to applying for relocation; and (10) 57 percent had worked 28 weeks or less during the 52 weeks prior to screening.

About 60 percent of the Project population had received some kind of manpower training, whether basic education or vocational/technical education. The predominant type of training was basic education with vocational/technical a close second. Only about 14 percent of the applicants had received both basic and vo/tech training. Most of the basic education consisted of ABE and job preparation given by the Concentrated Employment Programs (CEPs) in Arkansas and the Mississippi Delta region. The majority of the vo/tech training was from MDTA programs separately or linked with CEP.

From tables 6, 7, and 8, it is evident that the Project's population were "employable people" although restricted in the types of work they could perform. For most, their need for more education and skills training for higher paying jobs is a goal almost beyond reach.

Table 8: Employment History of Total and Relocatee Populations

Variable	Total Population (1)	% (2)	Relocatee Population (3)	% (4)	Percent Relocatees (3 ÷ 1)
Labor Force Experience	412	99.9	304	100.0	73.8
Yes	283	68.7	211	69.4	74.6
No	129	31.2	93	30.6	72.1
Recent Job Wage Rate	412	100.0	303	100.0	73.5
No Prior Job	130	31.6	94	31.0	72.3
\$1.00 - \$1.50	73	17.7	63	20.8	86.3
\$1.51 - \$2.00	137	33.2	103	34.0	75.2
\$2.00 +	72	17.5	43	14.2	59.7
Number Prior Employers	411	100.0	304	100.0	74.0
None	127	30.9	94	30.9	74.0
One	208	50.6	154	50.7	74.0
Two	60	14.6	43	14.1	71.7
Three or More	16	3.9	13	4.3	81.3
Industrial Classification of Prior Job	412	100.0	304	100.0	73.8
No Prior Job	129	31.3	93	30.6	72.1
Agriculture, Forestry, etc.	53	12.9	49	16.1	92.5
Industry	101	24.5	70	23.0	69.3
Construction	29	7.0	18	5.9	62.1
Commerce	28	6.8	20	6.6	71.4
Services	59	14.3	44	14.5	74.6
Government	13	3.2	10	3.3	76.9
Type of Employment	412	100.0	303	100.0	73.5
No Prior Job	129	31.3	93	30.7	72.1
Full-Time	273	66.3	200	66.0	73.3
Part-Time	10	2.4	10	3.3	100.0
No. Days Missed from Work in Past 12 Months	407	99.9	304	99.9	74.7
No Prior Job	129	31.7	94	30.9	71.2
None	125	30.7	84	27.6	65.6
1 - 5 Days	106	26.0	84	27.6	79.2
5 + Days	47	11.5	42	13.8	47.2

Table 8: Employment History of Total and Relocatee Populations Continued

Variable	Total Population (1)	% (2)	Relocatee Population (3)	% (4)	Percent Relocatees (3 ÷ 1)
Reasons Absent from Work (MRJ)	413	100.0	304	99.9	73.6
No Prior Job	129	31.2	94	30.9	72.9
Personal Matters	21	5.1	18	5.9	85.7
Transportation	14	3.4	12	3.9	85.7
Illness	102	24.7	79	26.0	77.5
Other	22	5.3	20	6.6	90.9
Not Absent	125	30.3	81	26.6	64.8
Decision to Leave MRJ	412	99.9	303	100.0	73.5
No Prior Job	129	31.3	93	30.7	72.7
Fired	15	3.6	11	3.6	73.3
Resigned	169	41.0	130	42.9	77.0
Laid Off	99	24.0	69	22.8	70.1
Number of Weeks on Most Recent Job	411	100.0	304	100.0	74.0
No Prior Job	127	30.9	93	30.6	73.2
1 - 4	39	9.5	23	7.6	59.0
5 - 12	71	17.3	51	16.8	71.8
13 - 28	81	19.7	60	19.7	74.1
29 - 52	93	22.6	77	25.3	82.8
Weeks with Wage Income	413	100.0	304	100.0	73.6
No Wage Income	143	34.6	102	33.6	71.3
1 - 8	45	10.9	29	9.5	64.4
9 - 16	46	11.1	33	10.8	71.7
17 - 28	59	14.3	45	14.8	76.3
29 - 40	61	14.8	50	16.4	82.0
41 - 52	59	14.3	45	14.8	76.3
Weeks Employed	413	100.0	304	99.9	73.6
None	136	32.9	96	31.6	71.1
1 - 8	42	10.2	25	8.2	60.0
9 - 16	49	11.9	37	12.2	75.5
17 - 28	64	15.5	50	16.4	78.1
29 - 40	64	15.5	50	16.4	78.1
41 - 52	58	14.0	46	15.1	79.3
Type of Training	413	99.9	304	100.0	73.6
Basic and Vo-Tech	56	13.6	40	13.2	71.4
Basic Only	103	24.9	78	25.6	75.7
Vo-Tech Only	79	19.1	54	17.8	68.4
Training not Classifiable	13	3.1	12	3.9	92.3
No Training	162	39.2	120	39.5	74.1

4 - Standard of Living

Not only were the Project's population predominantly poor and disadvantaged, Table 9 shows that their standards of living are related to these problems. Thirty-seven percent were living in homes with an average of three or more persons per bedroom. Another 41 percent were living in homes with an average of two persons per bedroom. Over one half were living in rural communities and small towns. Their need for a better standard of living reflects need for more and better employment. They live in rural areas and small towns where economic and social opportunities are scarce and where social service agencies are few or nonexistent. In addition, Table 10 shows that many of the Project population did not possess some of the more necessary household appliances and conveniences such as hot and cold running water, indoor bathroom, clothes washer and dryer, air conditioning, and dishwasher.

5 - Family Situation

Tables 11 and 12 summarize some selected characteristics of the family situations of the Project population. Sixty-five percent were living rent-free, 29 percent were renting, and only 5 percent were buying their own home. Nineteen percent came from homes in which either the father or both parents were absent. Fifty-eight percent of the population had no dependents other than themselves, while 23 percent had dependents but no spouse. The three major problems of their family situations, as viewed by the applicants, were economic ones: (1) not enough food and/or clothing, (2) not enough luxuries, and (3) poor housing. Other family problems were indicated as being relatively insignificant.

Table 9: Living Conditions of Total and Relocatee Populations

Variable	Total Population (1)	% (2)	Relocatee Population (3)	% (4)
Number of Persons Per Bedroom	371	100.0	271	100.0
One	78	21.0	58	21.4
Two	154	41.5	112	41.3
Three	105	28.3	78	28.8
Four +	34	9.2	23	8.5
Size of Town	409	100.0	303	100.0
Rural Route	108	26.4	94	31.0
1 - 9,999	103	25.2	82	27.1
10,000 - 25,999	166	40.6	108	35.6
25,999 +	32	7.8	19	6.3

Table 10: Standard of Living

Possession of Household Conveniences		Total Population (1)	% (2)	Relocation Population (3)	% (4)
Running Hot Water	Yes	349	84.5	263	86.5
	No	64	15.5	41	13.5
Running Cold Water	Yes	365	88.4	270	88.8
	No	48	11.6	34	11.2
Indoor Bathroom	Yes	349	84.5	261	61.0
	No	64	15.5	43	39.0
Clothes Washer	Yes	182	44.1	127	41.8
	No	231	55.9	177	58.2
Clothes Dryer	Yes	50	12.1	40	13.2
	No	363	87.9	264	86.8
Air Conditioning	Yes	83	20.1	62	20.4
	No	330	79.9	242	79.6
Dishwasher	Yes	12	2.9	10	3.3
	No	401	97.1	294	96.7

Table 11: Family Situation

Variable	Total Population (1)	% (2)	Relocation Population (3)	% (4)
Type of Housing	413	100.0	304	100.0
Rent Free	271	65.6	198	65.1
Renting	121	29.3	90	29.6
Buying	21	5.1	16	5.3
Type of Family	413	100.0	304	100.0
Respondent Only	240	58.1	178	58.6
Respondent and Spouse	19	4.6	15	4.9
Respondent, Spouse and Children	100	24.2	81	26.6
Respondent and Children	47	11.4	27	8.9
Respondent and Others	7	1.7	3	1.0
Head of Household (Family of Birth)	413	100.0	304	100.1
Father	334	80.9	244	80.3
Mother	69	16.7	51	16.8
Guardian	10	2.4	9	3.0

Table 12: Family Problems

Family Problems	Total Population (1)	% (2)	Relocation Population (3)	% (4)
Lack of Parental Affection	413	99.9	304	100.0
Yes	30	7.2	24	7.9
No	342	82.8	248	81.6
No Information	41	9.9	32	10.5
Not Enough Food/ Clothing	413	100.0	304	99.9
Yes	81	19.6	64	21.0
No	291	70.5	208	68.4
No Information	41	9.9	32	10.5
Poor Housing	413	99.9	304	100.0
Yes	115	27.8	85	28.0
No	257	62.2	187	61.5
No Information	41	9.9	32	10.5
Not Enough Luxuries	413	100.0	304	99.9
Yes	93	22.5	77	25.3
No	279	67.6	195	64.1
No Information	41	9.9	32	10.5
Hostility in Home	413	100.0	304	100.0
Yes	14	3.4	11	3.6
No	358	86.7	261	85.9
No Information	41	9.9	32	10.5
Not Enough Friends	413	99.9	304	99.9
Yes	8	1.9	5	1.6
No	364	88.1	267	87.8
No Information	41	9.9	32	10.5
Problems in School	413	99.9	304	99.9
Yes	53	12.8	36	11.8
No	319	77.2	236	77.6
No Information	41	9.9	32	10.5
Personal Handicaps	413	100.0	304	100.0
Yes	14	3.4	12	3.9
No	356	86.2	258	84.9
No Information	43	10.4	34	11.2

Section 3

A Relocation Assistance Program

A Relocation Assistance in Manpower Services

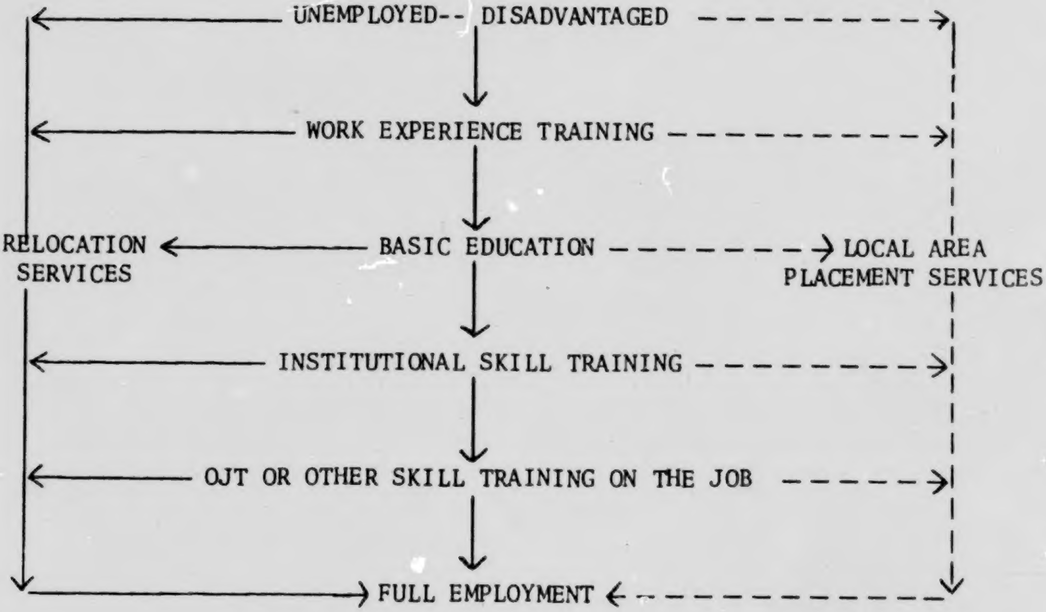
Given that the goal of manpower services is to bring people to full employment, relocation assistance can serve the total manpower service program design to increase (1) the quantity of labor available to the economy and (2) the opportunities available to individuals by expanding the area of job alternatives by making jobs in other areas available.

Relocation assistance becomes not only an asset to manpower services but when it is realized that the roles of other manpower services are to (1) develop the supply of labor and (2) develop the demand for labor, the role of relocation assistance should be considered essential. Essential because maximum flexibility is always important in providing opportunities for people. Further, it can be said that following the two roles noted above, the manpower services function to match labor demand and labor supply. It is particularly at this point when relocation can be a viable alternative.

At the level of field operations, relocation assistance helps to provide an alternative to services focused on local placements and to placements within a commuting-area range of the applicant's residence. As indicated in Figure Seven, relocation services may either be utilized as an alternative to other manpower services or combined with employability development and other manpower services in a variety of sequences, depending on the needs of the applicant and the availability of such services in areas of relocation origin and destination.

Figure Seven

Relocation as an Alternative to Local and Area Placements


UNEMPLOYED-- DISADVANTAGED
WORK EXPERIENCE TRAINING
RELOCATION SERVICES
BASIC EDUCATION
LOCAL AREA PLACEMENT SERVICES
INSTITUTIONAL SKILL TRAINING
OJT OR OTHER SKILL TRAINING ON THE JOB
FULL EMPLOYMENT

When the prime target of manpower services is the disadvantaged poor, a flexible program design is highly necessary. Relocation assistance affords the design of manpower services this needed flexibility.

Another advantage of relocation services for local and area manpower operations is its contribution to increasing both pools of workers and jobs which can be matched with manpower services. In other words, the variance of opportunities increases. If one deals in only one community, he then deals with job and worker opportunities only there, but if one expands the scope of work to include three communities, the placement patterns multiply to nine.

Additionally, it is extremely important to consider the costs of manpower services and their relative benefits to individuals, employers and to the community.

Cost/benefit and performance measurement analyses are included in the Mississippi Labor Mobility Project, STAR, Inc., final report. Included in this analysis is an important reference to more recent studies which are questioning the value of training as it relates to employment. An analysis of MDTA training progress by Earl D. Main indicates that benefits due to the program resulted from employment location rather than higher wage rates of the trainee.[7] This result corresponds to the same conclusion: training efforts produced their primary benefit from employment efforts rather than an upgrading of skills levels.[8] In this regard a detailed cost analysis of the Mississippi Labor Mobility Project, STAR, Inc., is discussed in considerable detail in Section 7 of this report.

It must be frankly stated that relocation assistance has placed people in jobs at less dollars than expended by other manpower programs. This is not to propose relocation assistance as a substitute for other services, rather as an emphasis that all institutional preconceptions do not always hold. In view of this, a cursory review of comparative costs for different manpower programs in the State of Mississippi is illustrated in Table Thirteen.

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[7] Earl D. Main, "A Nationwide Evaluation of MDTA-Institutional Job Training," Contract between National Opinion Research Center and the Manpower Administration.

[8] Robert S. Goldfork, "The Evaluation of Government Programs: The Case of New Haven's Manpower Training Activities," Yale Economic Essays, Fall, 1969, pp. 59-104.

Table 13

Annual Costs for Selected Manpower Programs in Mississippi

Program	Current # Enrollees	Current Funding $/Enrollee
Labor Mobility	550	$ 818
NYC (nonsummer)	2,813	$1,410
--In school	1,035	$ 687
--Out of school	1,068	$2,590
MDTA	2,550	$1,935
PEP (Public Employment Program)	1,325	$3,514
--Section 5	1,080	$3,652
--Section 6	245	$2,905
JOBS	1,310	$1,717
Operation Mainstream	285	$1,474
CEP (Delta, Mississippi)	1,269	$2,482
Jobs Optional Program (JOP)	385	$ 914
WIN	219	$1,105
Job Corps	1,423	N.A.

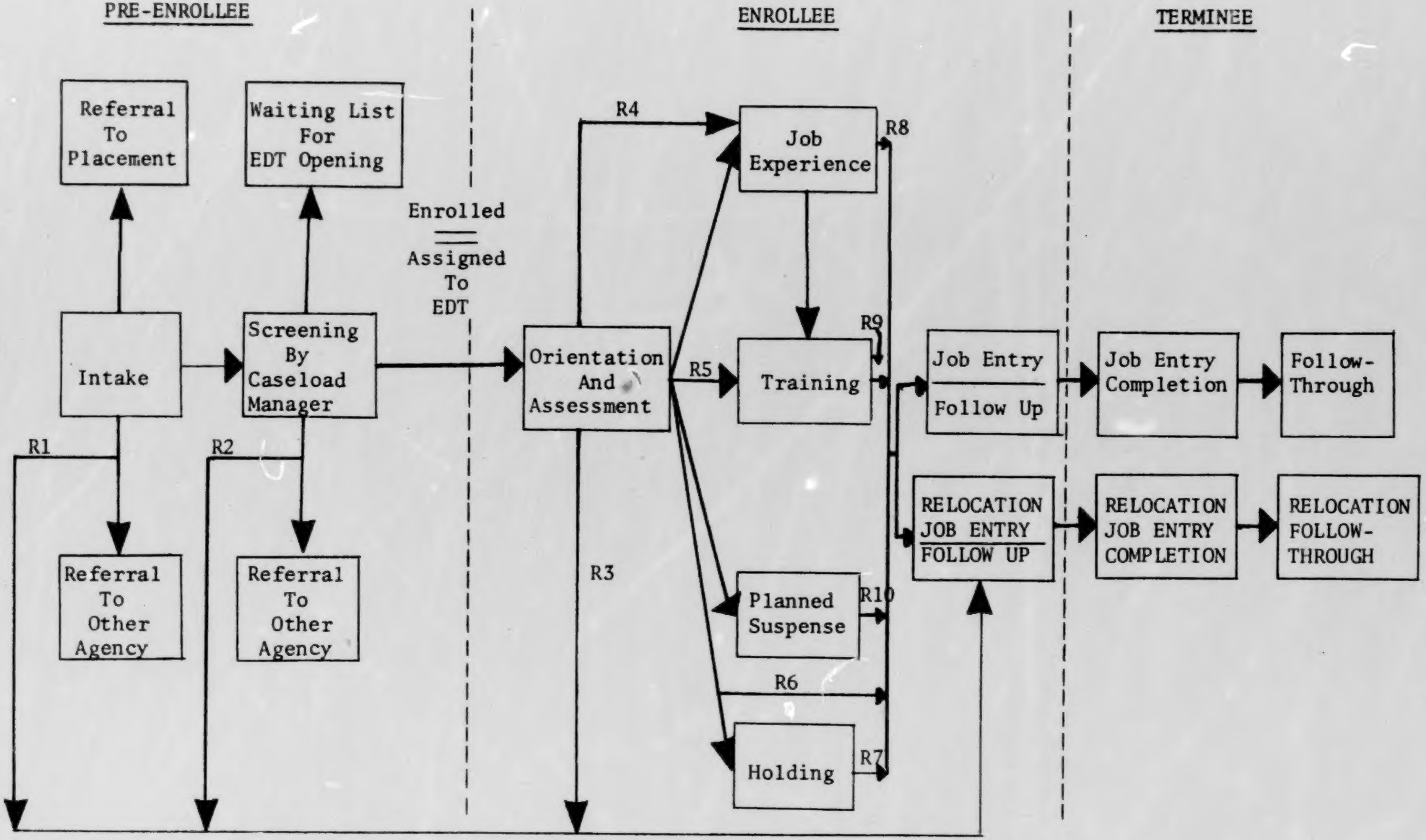
Data from 1973 Mississippi CAMPS Report

Figure Eight indicates ways that relocation assistance could be incorporated into the service capacity of a comprehensive manpower system depending on the needs of the applicant and the availability of employability development services in relocation origin and destination areas. Generally, as shown in Figure Eight, relocation services could be provided before or after various employability development activities were accomplished.

Figure Eight: Possible Manpower Delivery System

10 Relocation Paths

R = Relocation


PRE-ENROLLEE
ENROLLEE
TERMINEE
Referral To Placement
Waiting List For EDT Opening
Intake
Screening By Caseload Manager
Enrolled
Assigned To EDT
Referral To Other Agency
Referral To Other Agency
Orientation And Assessment
Job Experience
Training
Planned Suspense
Holding
Job Entry
Follow Up
RELOCATION JOB ENTRY
FOLLOW UP
Job Entry Completion
RELOCATION JOB ENTRY COMPLETION
Follow-Through
RELOCATION FOLLOW-THROUGH
R1
R2
R3
R4
R5
R6
R7
R8
R9
R10

B - Legislative Needs

Currently, relocation assistance is generally authorized as an operational service only under Part C, Title IV of the Social Security Act of 1967, as amended, as a part of the Work Incentive Program.

The nature of legislative authority for relocation assistance should be flexible enough to allow for the implementation of relocation services in a manner which is both economically sound and responsive to local needs and conditions, but it also should be simple and not tied or related to other manpower legislation.

However, the administrative and operational requirements for relocation assistance are such that a single relocation assistance authority is necessary for full utilization of its potential as a manpower service tool. This is true because relocation services would normally extend between at least two separate economically defined geographic areas, thereby crossing political and administrative boundaries, and because the actual provision of relocation services requires close operational coordination among staffs in these separate areas. Also, the effectiveness and efficiency of a relocation assistance operation tends to increase with its geographic scope, since the alternatives for matching workers and jobs through relocation services tend to increase with the numbers and diversity of workers and jobs which can be served.

Therefore, there should be legislation which provides that relocation assistance be administratively and operationally controlled by a single agent that has the authority and capacity to coordinate the provisions of services over the broadest geographic area within which relocations are expected to occur. In practice, this would probably mean a national administrative unit with control of relocation assistance, and regional or at least multi-state operational units structured around geographic areas which have or could have the functional characteristics of labor markets as indicated by labor market conditions and migration patterns.

In summary, legislative authority for relocation assistance as a fully operational program should be designed to allow the integration of relocation assistance into manpower plans and programs of localities. But it should also provide for the relocation assistance delivery agent to be organized around the interlocality, geographic areas over which relocation services actually would be provided.

C - A National Office of Relocation Assistance

A National Office of relocation assistance should have the following responsibilities:

1 - Establish policy for relocation assistance and develop performance and evaluation standards to meet the goals and objectives articulated in the policies.

2 - Establish regional, state and substate relocation assistance priorities of need. Such priorities shall be determined from an analysis of labor market information provided by states. In other words, the national office will determine priorities by applying resources to needs based on information which the states provide.

3 - Provide guidelines for establishing multi-state and/or multi-substate areas which would maximize staff, workers and jobs from a geographic standpoint.

4 - Provide for operational integration of relocation assistance with manpower services and manpower plans so that all services work toward the goal of full employment for people as opposed to institutional brick building.

5 - Promulgate eligibility criteria for a national effort.

6 - Promulgate a worker relocation handbook for issuing financial assistance.

D - Regional Offices of Relocation Assistance

Regional, component offices should be established to meet the labor market needs which are reflected by the data provided by the states. Thus, the geographic area of regional offices of relocation assistance would not necessarily correspond with other federal regions.

Within this purview, the regional offices would have responsibilities as follows:

1 - Identify delivery agents who possess the ability to carry out the functions of relocation assistance at their operational level, i.e., the movement of people to jobs.

2 - Develop contracts with said agents ensuring that performance will be evaluated against the national goals as modified by local and regional needs.

3 - Establish and maintain monitoring systems.

4 - Provide a system for supplying adequate technical help to the delivery agent to meet policies and standards of operation.

E - The Relocation Assistance Program Delivery Agent

The delivery agent, or contractor, should have responsibilities within his negotiated geographic area of concern as follows:

1 - Identification and analysis of target populations.

2 - Develop an inventory of the availability and the requirements of employment opportunities in both the supply and demand areas.

3 - Establish and maintain effective communications with other service agencies for support services, employers and the target population in the supply area.

4 - Establish and maintain an effective system to obtain, analyze, and interpret program data.

5 - Establish and maintain an operation capable of delivering relocation informational, financial, and supportive services to eligible workers in a manner which is responsive to both local needs and conditions and to the goals, objectives, priorities, and regulations developed by the national office.

6 - Establish and maintain an internal information system adequate to meet regional office monitoring and auditing requirements, and adequate to serve as a basis for internal management information and analysis.

Section 4

A Relocation Assistance Program

Delivery System Design

A - Program Elements

Outlined herein is the range of program elements which are needed, particularly for a program designed to serve the disadvantaged poor who are unemployed or out of the labor force. It is understood that other types of applicants may not need the entire range of services, but the delivery system is designed to be all inclusive.

In addition to the fact that some applicants may not need an entire range of services, it is also important to note that there may be various times at which relocation services are more appropriate to be provided. If a participant, for example, is recruited and it is found that no existing job is available and that he possesses a specific job skill and a job is available in a demand area, then relocation services are immediately provided. If, however, this chain of circumstances does not exist, then relocation services may be provided at a different level.

Program elements is used as opposed to program services because elements is a term used to emphasize the program importance of different functions, both individually and as they relate to the program objectives.

Although a relocation assistance program does not perform as a specific manpower training function, it utilizes in-house services and other programs' services to meet the objectives of obtaining full employment for the disadvantaged poor.

Within this rather broad and general frame the specific elements of a relocation assistance program would include the following:

1 - Outreach Recruitment

Outreach recruitment[9] is necessary to contact the disadvantaged, particularly those who are out of the labor force. Why? Because the disadvantaged poor do not usually search the newspapers for opportunities to remove themselves from the poverty in which they live, they must be searched out to make many services available. The purpose of services themselves are predicated on the fact that a substantial number of people are unable to solve their own employment problems; therefore, program services are designed to help the person help himself. However, many of the people whom services are aimed at helping are skeptical, disillusioned, depressed and almost resigned to hopelessness. Thus, one can see that opening the doors of opportunity does not mean that the disadvantaged poor will come running in, rather the program must design the services to not only go out and take the opportunity to the people, but also to endeavor to rebuild the fires of hope and desire. It may also be required for those who have been displaced from their regular jobs and who are faced with the necessity of moving to distant and unfamiliar surroundings, or when the relocation operation is focused on meeting specific labor demand needs in areas of relocation destination.

From the various methods of outreach recruitment, the best methods for a particular program in a particular area would have to be determined by the delivery agent for that program. The "best" method could be any or all of those outlined here, but there are factors which must be considered that cannot always be predicted.

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[9] Outreach recruitment is defined as a method for recruiting program participants through various means categorized as outreach which includes, but is not limited to, the following:

- Door-to-door
- Friends
- Community leaders
- Other agencies

In previous reports by Mississippi Labor Mobility Project, STAR, Inc., and other labor mobility research projects, there has been a considerable amount of discussion and analysis of recruitment techniques and problems that particularly relate to the disadvantaged poor. Hence, a rehash of this discussion is unnecessary, rather suffice it to say that outreach recruitment is an essential element if the disadvantaged poor are to be reached.

The intensity of this endeavor would depend to some degree on job development efforts and/or at least job availability in the designated demand areas.

2 - Intake and Screening

During the intake and screening period, an intensive interview for purposes of assessment and orientation is needed (1) to determine eligibility and need for relocation and other services, and (2) to inform the applicant of the kinds of services available.

When an intake and screening element is functioning within manpower service objectives, it is important to realize that the unemployed or underemployed are frequently asked to make decisions which would plug them into multiple programs and multiple services within programs leading to full employment. It is not realistic to assume that people who are disadvantaged and poor can logically make these kinds of decisions without some guidance since, if they could, in all probability they would not be disadvantaged poor.

This guidance must be determined by the information which is developed during the intake and screening functions. The actual implementation of this guidance must be presented in a nonpaternalistic manner, i.e., the difficulties of providing "services" in a manner in which they are accepted are substantial; however, it is clear that if the "helping" staff are condescending, reflect a class attitude, or, in short, do not communicate as one human to another, then the efforts could well be counterproductive. Paternalism has probably negated more good, well-intended efforts than anything else.

Careful consideration should be given in the performance of this program element since the whole area of intake and screening functions should be approached and designed with one basic philosophy permeating the entire structure: the individual's and/or his family's problems which are uncovered during this function should be delineated in a manner in which additional services can "solve" the problem as opposed to utilizing these negative factors to screen out persons from program services. A separate costs/benefits study prepared in the final report of Mississippi Labor Mobility Project, STAR, Inc., concludes from previous screen-out models that those factors which might be used to screen out an applicant because of high relocation risk, i.e., likely to leave the new area shortly after relocation, might result in screening out individuals who could benefit from relocation in terms of income, work experience, and other important gains.[10]

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[10] "An Economic Evaluation of the Mississippi Labor Mobility Project," Chapter 8.

Since there has been substantial prior discussion of "screen-out" factors which some experimental labor mobility projects used, the intent here is not to cover old ground but rather to emphasize that the program element of intake and screening will uncover problem areas of the disadvantaged in relationship to one or more of the basic human functions. These problems can be generally included in one or two problem areas as follows:

.1 - The institution and/or appropriate organizations are not able either through lack of resources or lack of flexibility to supply services as needed.

.2 - The disadvantaged individual is oftentimes unable to determine that a given institution is designed or structured to satisfy certain functions and/or solve certain problems; or the disadvantaged have not been exposed to, or are not aware of, the institution itself.

Finally, it is necessary that this program element be used as a tool to outline services which will be needed for an individual and his family to make employment successful.

3 - Job Development

Job development should be an outreach function and should include the following activities:

.1 - Uncovering job opportunities

.2 - Fostering nondiscriminatory employment hiring practices

.3 - Bringing employers and participants together

.4 - Helping employers redefine hiring qualifications

.5 - Developing with employers incentives and upgrading opportunities for employees

Finally, and probably most important is that unlike the traditional placement process in which the applicant is matched to the job, job development in a worker relocation effort consists of relating potential jobs to the individual's profile of needs and problems as this is developed during the screening process.

4 - Employability Development Services

The need of individuals for other manpower services depends on their employability and on the labor market conditions in the area of relocation destination. The Department of Labor has previously defined employability development services regarding a number of programs. It described the employability development model as it applies to the Concentrated Employment Programs (CEP) as follows:

The model

> "covers a full range of services, including outreach, intake, assessment, orientation, employability development planning, training, job development and placement, coaching for follow-up. Support services are provided throughout."[11]

Therefore, employability development services, described here as it applies to relocation assistance programs, also covers a full range of services but provides for utilizing other manpower programs such as CEP for the actual provision of employability development services. Of course, there is outreach, intake and assessment, orientation, job development and placement, coaching and follow-up, along with support services provided in the relocation assistance program. However, it should be re-emphasized that relocation assistance is designed as an alternative, and at the same time, a support function within the overall manpower services objectives.

Consequently, the relocation assistance program will utilize all existing employability development services which could include, but is not limited to, adult basic education, classroom training, OJT, CEP, MDTA and Employment Security Commission.

5 - Relocation/Placement

The process of relocation and/or placement of an individual to a job is the culmination of the first four program elements. This element would include three (3) basic service functions, i.e., relocation information, relocation financial assistance, and social readjustment assistance. These three service functions are designed to remove barriers to geographic and occupational mobility, which are:

.1 - Lack of information about labor market and community conditions of distant areas,

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[11] "Employability Development Model" for Concentrated Employment Programs (CEP), U. S. Department of Labor Manpower Administration, U.S.T.E.S.

.2 - Lack of financial resources and know-how to accomplish the search for jobs in other areas and the physical move required to obtain such jobs, and

.3 - Unwillingness or inability to undertake the social readjustments incurred in moving to other areas.

The relocation information services would include a wide range of personal and job-related information which is obtained and discussed with the individual at the initial phases of program enrollment. The design of this assistance depends upon the financial resources of the program with particular relationship to professional staff, the makeup of the supply and the demand area staff, and the specific target group which is being given priority.[12]

Section 6 of this report outlines the forms to be used in facilitating worker relocation service activities and amply illustrates the relocation information services contained in a relocation assistance program.

Recommended relocation financial assistance to serve the needs of the disadvantaged poor is likewise outlined in Section 5 of this report along with the supporting financial assistance forms which are included in Section 6. The basic categories of financial assistance issued by the Mississippi Labor Mobility Project, STAR, Inc., are discussed in Section 7 of this report.

Social readjustment assistance services are provided by a relocation assistance program through the demand area staff. In the past there have been considerable discussions and arguments concerning the levels of staff needed to perform this function with a relocatee or, for that matter, any worker placed on a job. The argument will be further delineated in the section on support services; it is unfortunate that there are few data which indicate the effectiveness of these services.

Finally, Figure Nine diagrams in detail the service process flow for relocating the disadvantaged, including the major decision points and alternate courses of action involved in the process. The flow shown in Figure Nine assumes that financial assistance is being provided.

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[12] These points about staff will be discussed later.

Figure Nine

Service Process Flow

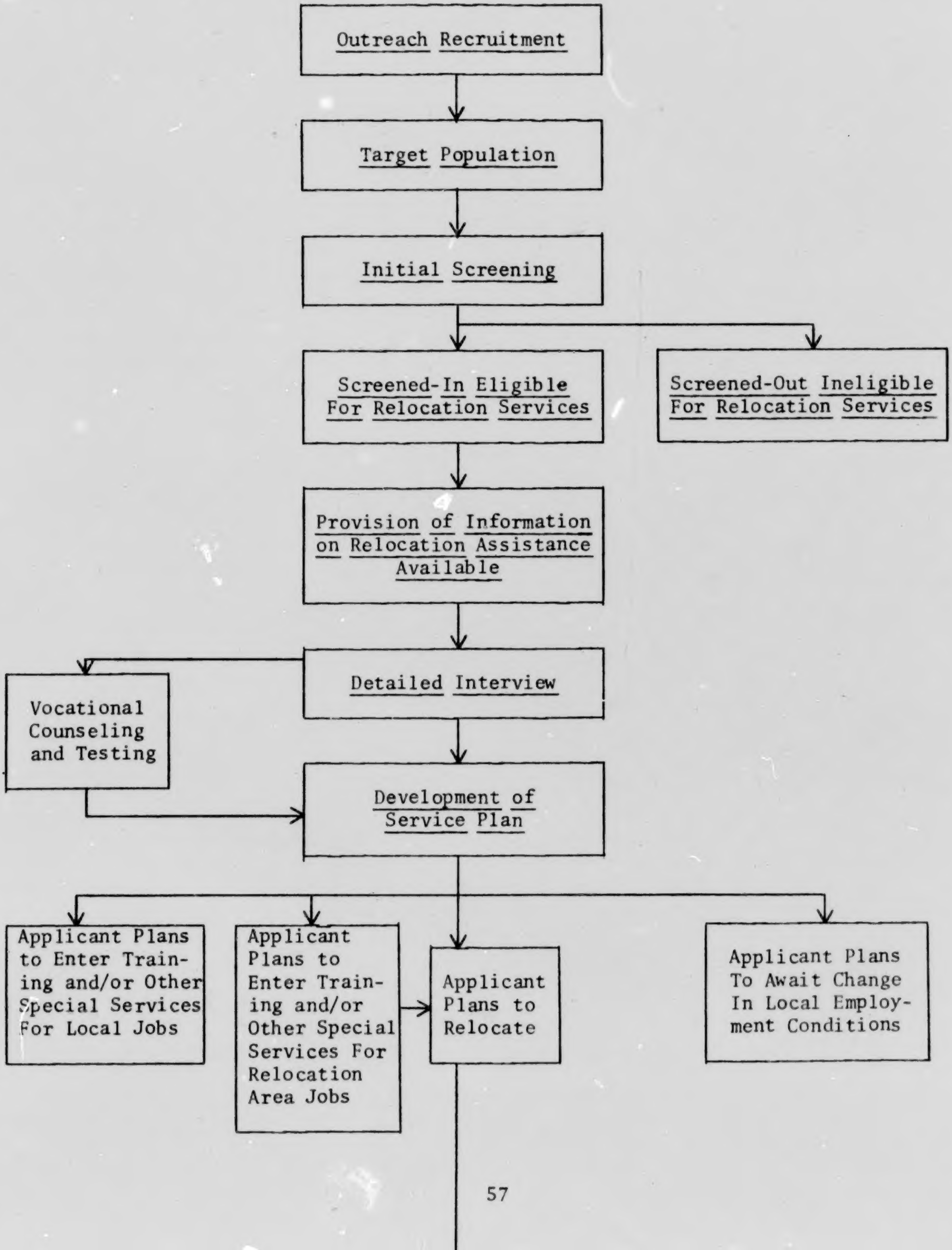

Outreach Recruitment
Target Population
Initial Screening
Screened-In Eligible For Relocation Services
Screened-Out Ineligible For Relocation Services
Provision of Information on Relocation Assistance Available
Detailed Interview
Vocational Counseling and Testing
Development of Service Plan
Applicant Plans to Enter Training and/or Other Special Services For Local Jobs
Applicant Plans to Enter Training and/or Other Special Services For Relocation Area Jobs
Applicant Plans to Relocate
Applicant Plans To Await Change In Local Employment Conditions

Figure Nine Continued

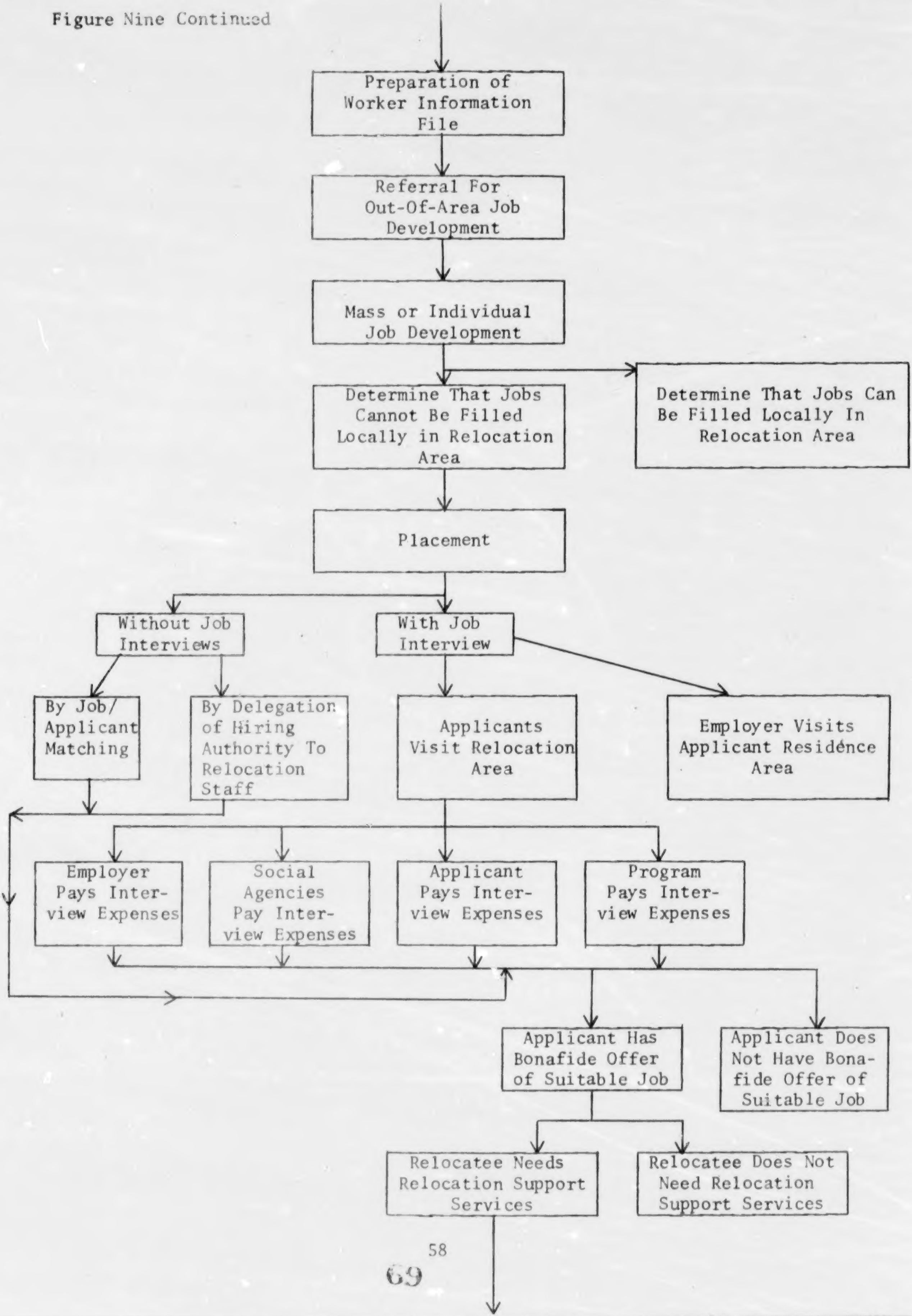

Preparation of Worker Information File
Referral For Out-Of-Area Job Development
Mass or Individual Job Development
Determine That Jobs Cannot Be Filled Locally in Relocation Area
Determine That Jobs Can Be Filled Locally In Relocation Area
Placement
Without Job Interviews
With Job Interview
By Job/ Applicant Matching
By Delegation of Hiring Authority To Relocation Staff
Applicants Visit Relocation Area
Employer Visits Applicant Residence Area
Employer Pays Interview Expenses
Social Agencies Pay Interview Expenses
Applicant Pays Interview Expenses
Program Pays Interview Expenses
Applicant Has Bonafide Offer of Suitable Job
Applicant Does Not Have Bonafide Offer of Suitable Job
Relocatee Needs Relocation Support Services
Relocatee Does Not Need Relocation Support Services

Figure Nine Continued

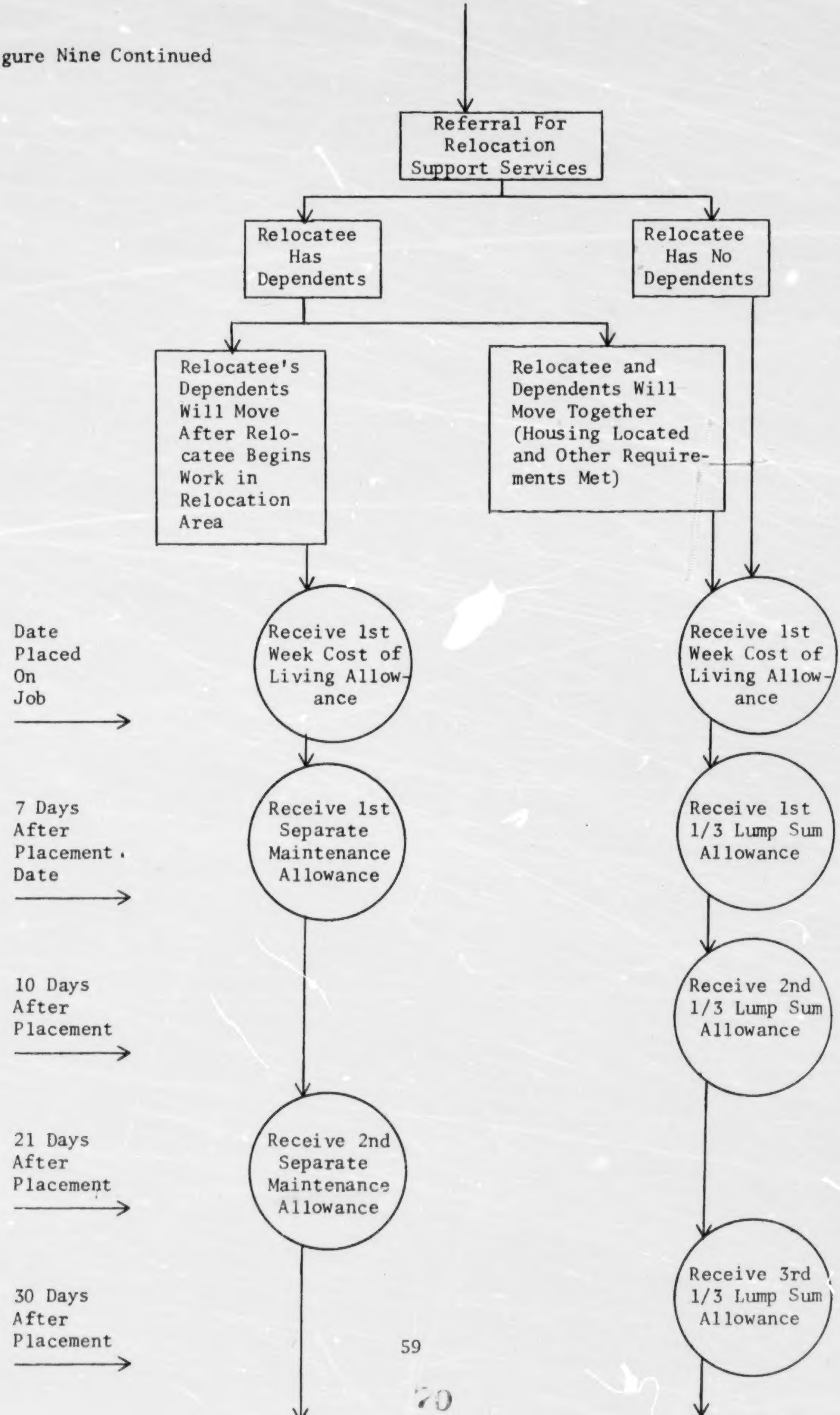
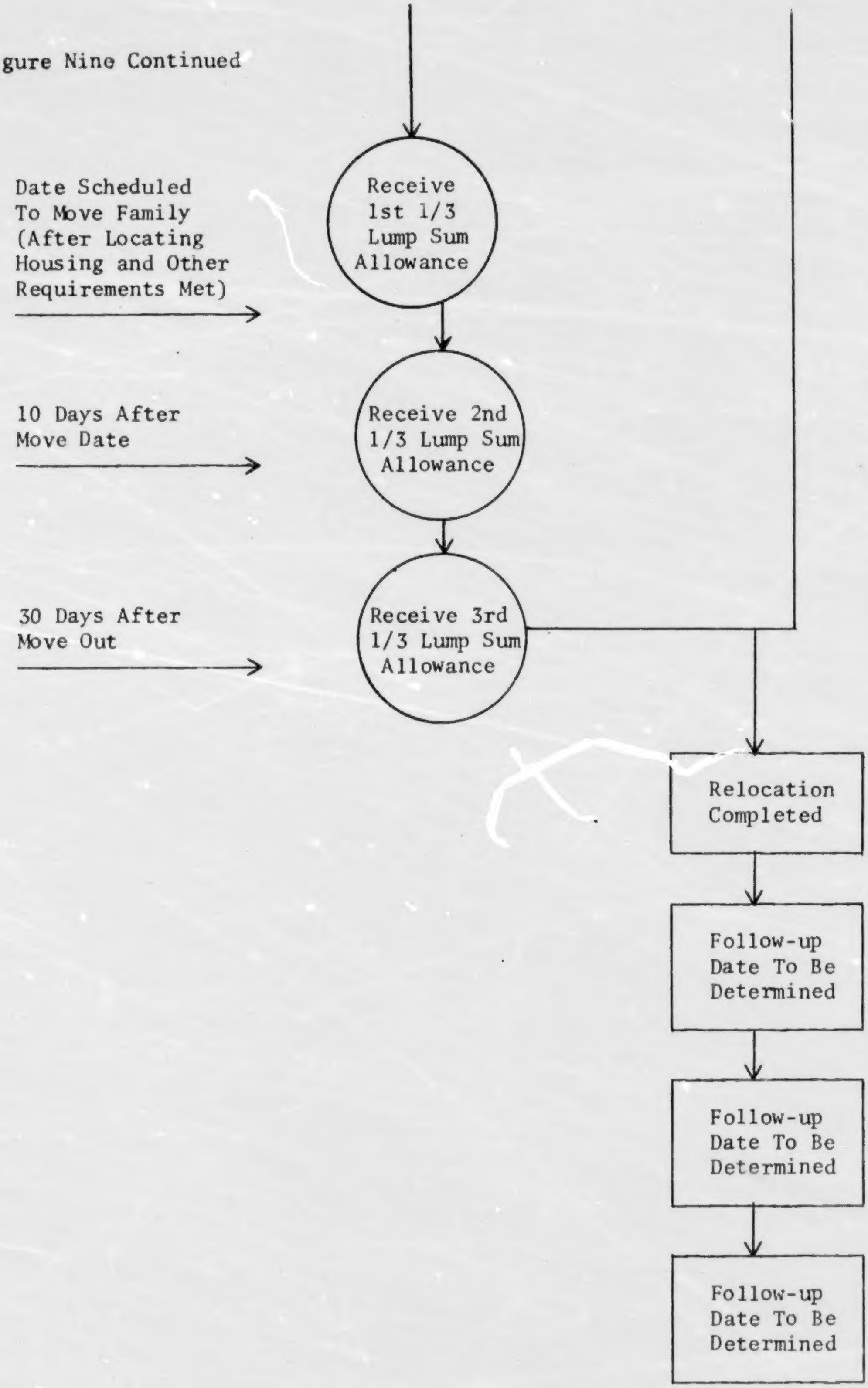

Referral For Relocation Support Services
Relocatee Has Dependents
Relocatee Has No Dependents
Relocatee's Dependents Will Move After Relocatee Begins Work in Relocation Area
Relocatee and Dependents Will Move Together (Housing Located and Other Requirements Met)
Date Placed On Job
Receive 1st Week Cost of Living Allowance
Receive 1st Week Cost of Living Allowance
7 Days After Placement Date
Receive 1st Separate Maintenance Allowance
Receive 1st 1/3 Lump Sum Allowance
10 Days After Placement
Receive 2nd 1/3 Lump Sum Allowance
21 Days After Placement
Receive 2nd Separate Maintenance Allowance
30 Days After Placement
Receive 3rd 1/3 Lump Sum Allowance

Figure Nine Continued


Date Scheduled To Move Family (After Locating Housing and Other Requirements Met)
Receive 1st 1/3 Lump Sum Allowance
10 Days After Move Date
Receive 2nd 1/3 Lump Sum Allowance
30 Days After Move Out
Receive 3rd 1/3 Lump Sum Allowance
Relocation Completed
Follow-up Date To Be Determined
Follow-up Date To Be Determined
Follow-up Date To Be Determined

6 - Follow-up

There are at least three kinds of follow-up functions which are necessary to a relocation assistance program and contain their own set of objectives.

.1 - Administrative Follow-up

The objective of administrative follow-up would be to ensure that program funds were being expended in the manners in which they were so designed, that effective quality control was operational, and to provide other administrative checks and balances.

The Demand Area staff would be the major source of administrative follow-up information and with the forms outlined in Section 6 of this report, these objectives can certainly be adequately met.

.2 - Supportive Services Follow-up

Supportive services follow-up would contain as its objective the assisting of the relocatee and his family in making adjustments into the demand area.

Again, the forms referred to above provide a means to check on the assistance which is required by the individual and his family in making these adjustments which could include any or all of those services outlined previously in this report.

.3 - Research

The objectives of research are to provide answers where none exist and to formulate some new questions which need to be asked. Research, along with administrative follow-up for productivity data, provides input for system monitoring and change in terms of quantity and quality of outputs, innovations in existing services, shifts in objectives, etc.

Section 7 of this report outlines a cost analysis of the Mississippi Labor Mobility Project, STAR, Inc., which reflects both administrative and research follow-up results. The Mississippi project, for example, utilized these follow-up techniques to redesign their relocation assistance program several different times. In each case, the redesign occurred as a direct result of data obtained by and through program participants and how a higher degree of success or impact upon the participants can be obtained.

Because of the flexible nature of a relocation assistance program and because a relocation assistance program fits in different places of a grander design of manpower services, it becomes increasingly necessary that adequate follow-up functions be maintained so that program objectives and design might be altered as necessary.

7 - Support Services

Even though policy decisions about what is necessary for moving people to jobs may change from one time period to another, basic human needs remain fairly constant. A. H. Maslow[13] has suggested that individual development of need satisfaction or fulfillment progresses from basic primary needs such as shelter, clothing, and food to social needs of prestige and esteem to the final stage of self realization where the individual realizes his full potential as a human being. Most of the people served by relocation programs and services are and will be found, as it were, in the earlier stages of need satisfaction, those needs related to biological and economic survival. Satisfactory fulfillment leads to the next level of development of healthy self-concepts and participation in society. Most of the supportive services required for successful relocations are focused at the lower levels of the Maslow "need hierarchy." While all individuals have similar needs, all individuals are not at the same level of need satisfaction, and for the disadvantaged poor the problems and obstacles to need satisfaction are accentuated.

While it is true that basic research is inconclusive about the effectiveness of support services, whether for relocation or other forms of social intervention, it is nevertheless essential that support services be made available where needed. For relocation purposes, the following are some of the major support services needed for enhancing the success of the relocatees and the program itself.

.1 - Outreach to make potential relocatees aware of opportunities for economic gain and assistance.

.2 - Information on available opportunities.

.3 - Travel expenses for employee-employer job interviews and examination of living conditions in the new area.

.4 - Supportive services at the supply end--medical help, disposal of personal and household goods, debt payment, etc.--and at the demand end--location of housing and schools, provision of day care services, community adjustment services, etc.

.5 - Payment of relocation costs.

.6 - A settling-in allowance.

.7 - Employability preparation.

.8 - A job and subsequent jobs.

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[13] A. H. Maslow, Motivation and Personality, New York: Harper Brothers, 1954, pp. 80-106.

.9 - "Wet-nursing" and "handholding."[14]

Consequently, it can be concluded that from a common sense point of view alone that there are supportive services necessary for living, let alone for relocation. The design of this assistance would depend substantially on financial resources available, the need and size of the specific target group, and an accurate inventory of available services in the target area.

Table 14 outlines the range of services needed by the 413 applicants screened for relocation assistance during the 1971-1973 operational period. The needs were assessed and recorded by Project field staff as the applicants were being screened. The most predominant needs were housing, transportation, additional education and/or training, and clothing. These needs as well as the others listed would need attention whether the individual relocated or not.

Table 15 shows needs of various services as assessed by the applicants themselves. These data were collected after the majority of the applicants were relocated. Although this listing is substantially different from that provided by Project staff at the time of screening, both lists provide evidence of the validity of the necessity of the supportive services outlined above.

Problems which can prohibit an individual from obtaining needed services in a timely manner would include the following:

.1 - All of the services are not always available in any given area.

.2 - There are insufficient economic opportunities in many areas.

.3 - The burden of deciding where to go to receive what services rests solely on the unemployed disadvantaged and is oftentimes complicated by geography and bureaucracy.

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[14] Garth L. Mangum and Michael Seeborg, "Relocation Assistance as a Component of a Comprehensive Manpower Program: A Concept Paper on Organizational Structure," Salt Lake City: Human Resources Institute, University of Utah, July 29, 1972, a preliminary report to the Office of Research and Development, U. S. Department of Labor, Manpower Administration.

Table 14

Percent (%) of Applicants (413) Needing Services
Regardless of Relocation

1 - Medical	6.8%
2 - Welfare assistance	3.1%
3 - Dental	5.1%
4 - Schools	10.0%
5 - Legal	10.0%
6 - Day care	11.0%
7 - Food stamps	5.3%
8 - Education/Training	37.1%
9 - Clothing	15.5%
10 - Transportation	54.4%
11 - Housing	65.0%
12 - Other	4.1%

Table 15

The Necessity of Various Supportive Services: Responses of Relocation Applicants at Follow-up (N=261)

Service	Total Applicants (N=261)	Relocatees (N=229)
Travel assistance for interview	97.3%	97.8%
Employer interview assistance	95.4%	97.8%
Assistance with finding temporary housing	93.1%	94.8%
Suitable employment as result of interview	92.3%	94.8%
Assistance with changing jobs	57.5%	56.3%
Issuance of monies for settling in	85.1%	86.0%
Assist with and pay for moving household goods	64.8%	65.5%
Finding suitable and permanent housing	79.7%	82.1%
Providing downpayment for car and housing	29.9%	27.9%
Family and job counseling services	88.9%	90.8%

These problems indicate a clear role for the relocation assistance program staff to play. The staff must provide this service assistance in a manner which can ensure results. It is an asset for the staff to have come from the kinds of environment from which the target population does, and this is particularly true of the disadvantaged poor. However, at the same time they cannot forget where they came from. The emphasis to staff in providing support service assistance is one of humanism. Treat others just as you would like to be treated. With that attitude, there are important functions to note. The staff's job will not begin at 8:00 a.m. and stop at 5:00 p.m. Relocation assistance program support services staff must remain "on call" to help people resolve problems which they had never faced before. There will be a degree of "handholding" to get through some of the difficult times, but it must be remembered that the deliverance of support services must be accomplished without the paternalistic attitudes so oftentimes found in people helping others.

Finally, when the source for different services are identified, the relocation assistance program staff must utilize the diagnosis or predictability information secured during the screening function to effect the needed services to maximize the possibility of successful employment.

B - Identification of Target Areas (Supply and Demand)

Relocation assistance deals with two main types of target areas: (1) supply areas from which relocations originate, and (2) demand areas which are relocation destinations. A demand area consists of industrial and other types of growth centers (and their commuting area) where there exists a generalized and chronic unmet need for additional workers and where there is an insufficient supply of qualified workers locally available to fill this need. A supply area consists of any county or group of counties, rural, semi-rural, or industrial, where there exists a supply of unemployed workers who, though unable to find suitable work locally, may be qualified for jobs in other areas.

In addition to supply and demand areas, relocation assistance operations involve two other types of targets: (1) point demand---a single industry or employment unit, regardless of location, where there exists an unmet need for specific types of workers who are not locally available, and (2) point supply---any substantial source of workers, regardless of location, who cannot be suitably employed locally, such as overages from training institutions and those unemployed due to plant closings and layoffs.

Information concerning relocation supply and demand areas and their logical identification originates at three levels: National, Area, and On-site.

1 - National

A study of national, regional, and area economics, population and community structure and leadership, growth, migration, etc., as a basis for designation of relocation assistance operational units' coverages. Such a study would both predict and plan for long-range change and broad geographic areas.

The ability to identify and evaluate emerging growth centers and developing occupational trends must be built into, or be immediately accessible to, this unit if the goal of promoting more efficient and effective utilization of the nation's manpower resources is to be met.

2 - Area

A statistical analysis of areas to identify and predict long-range sources of labor demand and supply in a given geographic area.

Regarding this statistical analysis we refer to Figure Ten for a review of those factors which are important to a worker relocation system and the indicators appropriate to each factor.

3 - On-site - Local

An on-site field survey carried out by local relocation assistance program staff to establish the practical information, i.e., attitudes, needs, resources, and addresses of potential employers, relocatees, training staffs, community leaders, etc., and the formal and informal contacts with these persons required to implement the program.

Figure Ten

Statistical Analysis

Supply---Demand Area

Factors and Indicators

Factors

1 - Potential as a Source of job opportunities or Lack of Job Opportunity

Indicators

1 - Current Job Base (Total county industry jobs)

2 - Breadth of Industry Base (Number of industry establishments in each county)

3 - Industry Establishment Growth Measure (Number of industry establishments new and expanding---or decreasing annually for each county)

4 - Industry Jobs Growth Measure (New and expanding industry jobs---or decrease annually for each county)

5 - Total County Employment (Average reported employment)

6 - Employment Change (Increase or decrease in employment---annually)

7 - Unemployment Rate (% of unemployment in labor force)

8 - Stability of Supply and Demand Balance (Comparison of 7 + 8)

9 - Population Change (Comparison of ten year census figures)

10 - Economic Depression and Poverty (EDA Eligibility and % of participation)

Figure Ten Continued

Factors	Indicators
2 - Effective Commuting Area	11 - Road Structure and Commuting Patterns around the Growth Center 12 - Population Structure in Adjacent Counties 13 - Proximity of and Access to Other Job Opportunity Centers or Points
3 - Prospects as a Residential Community	14 - Availability of Housing and Community Facilities (From on-site survey or analysis of statistical sources other than used in this limited study, where available) 15 - Ethnic and Other Socio-Cultural Characteristics Related to Prospective Relocatees
4 - Prospect for Employment Acceptance and on Job Adjustment and Satisfaction	16 - Level of training required, working conditions, personnel practices, upward mobility opportunity, labor union participation, racial mix, etc. (From on-site survey or possible indicative analysis of other statistical sources where available)

Whereas national and area studies and predictions would locate potential areas of worker supply and worker demand, on-site studies are needed prior to relocation staff development and program implementation. Figure Eleven is an example of the results of an area study of Mississippi which is needed prior to on-site studies. These same procedures would pinpoint Point Supply and Point Demand for purposes of implementing the relocation effort. To illustrate how the results illustrated in the area study of Mississippi on Figure Eleven were obtained, Figure Twelve is an illustration of an on-site study for one area of the state which was so analyzed.

Factors and indicators included in Figure Ten and the charting of these indicators shown on Figure Eleven is a county analysis of potential worker supply and worker demand. Possible Demand Areas are those counties or groups of contiguous counties with high industrial development. Possible supply areas are those counties or contiguous counties with high EDA participation and relatively large numbers of unemployed individuals. In its June, 1971 report on Supply and Demand area identification, the Mississippi Labor Mobility Project, STAR, Inc., discussed this important element of program development. Figures Ten and Eleven, which are extracted from that report, summarize some of the basic components of this program element.

Figure Eleven

WORKER RELOCATION SERVICE: DEMAND/SUPPLY AREA POTENTIAL

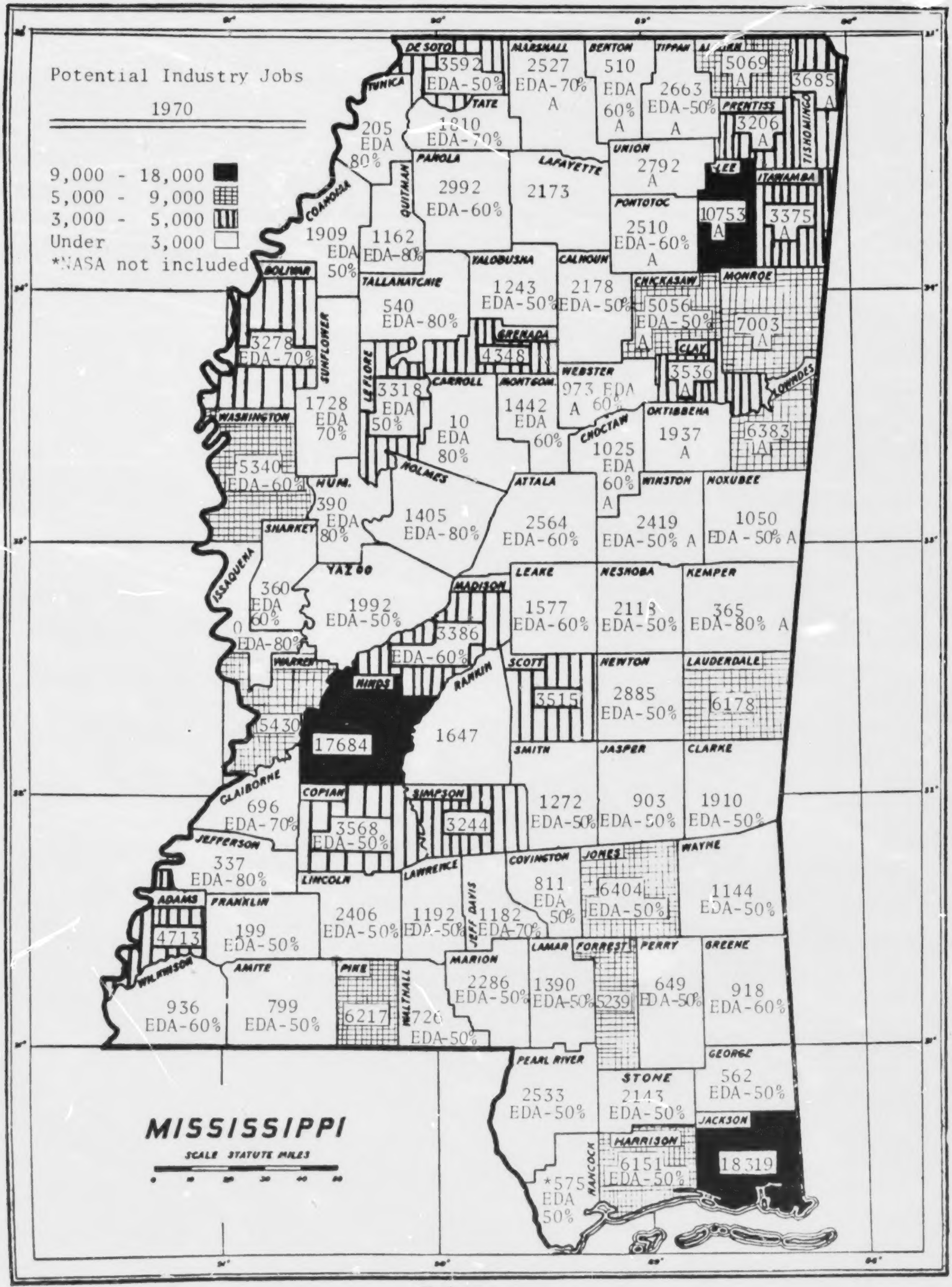
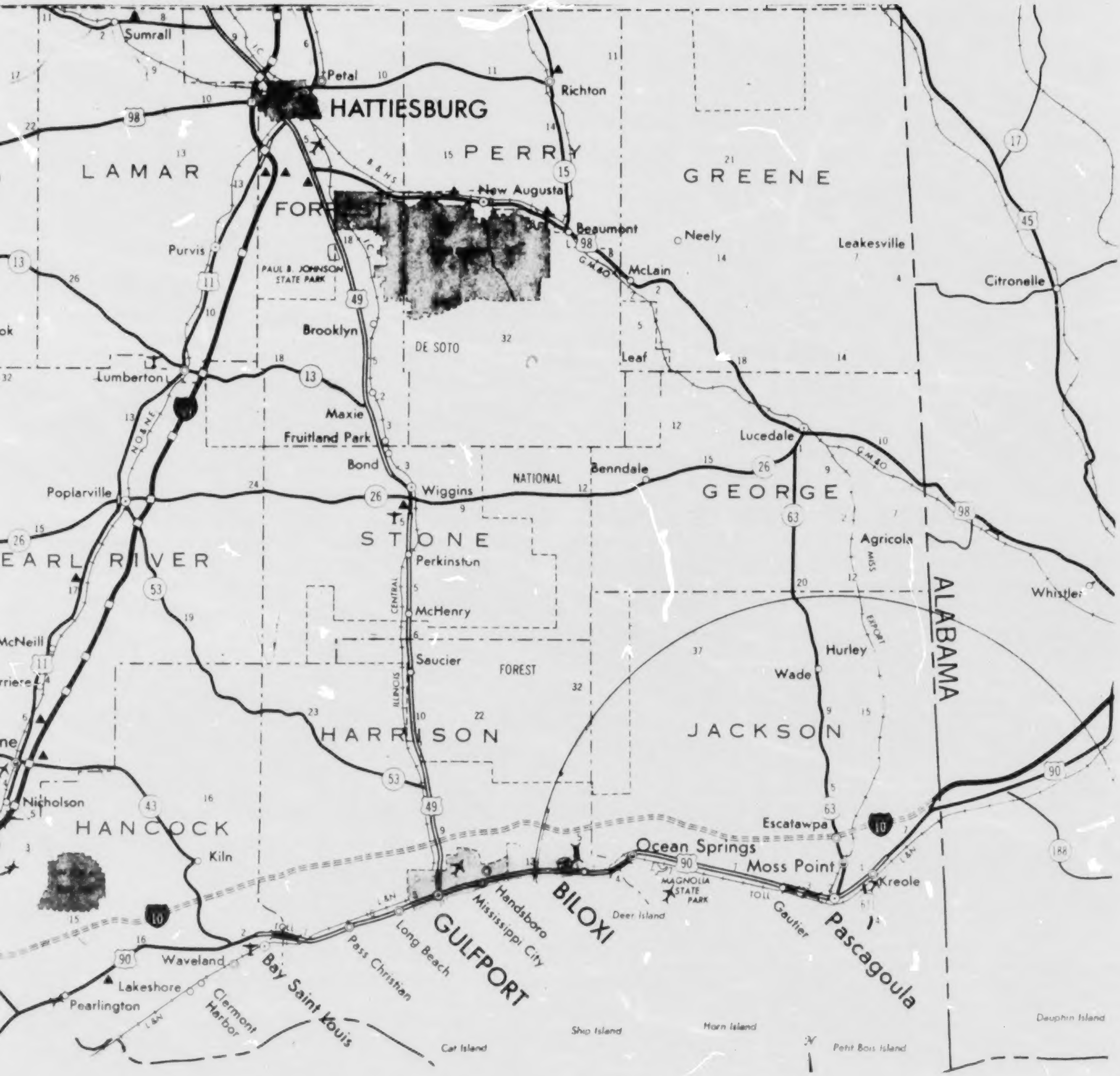

Potential Industry Jobs
1970
9,000 - 18,000 ■
5,000 - 9,000 ▦
3,000 - 5,000 ▥
Under 3,000 ☐
*NASA not included
DE SOTO 3592 EDA-50%
MARSHALL 2527 EDA-70% A
BENTON 510 EDA 60% A
TIPPAH 2663 EDA-50% A
ALCORN 5069 A
TISHOMINGO 3685 A
TUNICA 205 EDA 80%
TATE 1810 EDA-70%
PRENTISS 3206 A
UNION 2792 A
PANOLA 2992 EDA-60%
LAFAYETTE 2173
LEE 10753 A
ITAWAMBA 3375 A
COAHOMA 1909 EDA 50%
QUITMAN 1162 EDA-80%
PONTOTOC 2510 EDA-60% A
BOLIVAR 3278 EDA-70%
TALLAHATCHIE 540 EDA-80%
YALOBUSHA 1243 EDA-50%
CALHOUN 2178 EDA-50%
CHICKASAW 5056 EDA-50% A
MONROE 7003 A
GRENADA 4348
CLAY 3536 A
SUNFLOWER 1728 EDA 70%
LEFLORE 3318 EDA 50%
CARROLL 10 EDA 80%
MONTGOM. 1442 EDA 60%
WEBSTER 973 EDA 60% A
LOWNDES 6383 A
WASHINGTON 5340 EDA-60%
CHOCTAW 1025 EDA 60% A
OKTIBBEHA 1937 A
HUM. 390 EDA 80%
HOLMES 1405 EDA-80%
ATTALA 2564 EDA-60%
WINSTON 2419 EDA-50% A
NOXUBEE 1050 EDA - 50% A
SHARKEY 360 EDA 60%
ISSAQUENA 0 EDA-80%
YAZOO 1992 EDA-50%
MADISON 3386 EDA-60%
LEAKE 1577 EDA-60%
NESHOBA 2118 EDA-50%
KEMPER 365 EDA-80% A
WARREN 5430
HINDS 17684
RANKIN 1647
SCOTT 3515
NEWTON 2885 EDA-50%
LAUDERDALE 6178
CLAIBORNE 696 EDA-70%
COPIAH 3568 EDA-50%
SIMPSON 3244
SMITH 1272 EDA-50%
JASPER 903 EDA-50%
CLARKE 1910 EDA-50%
JEFFERSON 337 EDA-80%
LINCOLN 2406 EDA-50%
LAWRENCE 1192 EDA-50%
JEFF DAVIS 1182 EDA-70%
COVINGTON 811 EDA 50%
JONES 6404 EDA-50%
WAYNE 1144 EDA-50%
ADAMS 4713
FRANKLIN 199 EDA-50%
WILKINSON 936 EDA-60%
AMITE 799 EDA-50%
PIKE 6217
WALTHALL 726 EDA-50%
MARION 2286 EDA-50%
LAMAR 1390 EDA-50%
FORREST 5239
PERRY 649 EDA-50%
GREENE 918 EDA-60%
PEARL RIVER 2533 EDA-50%
STONE 2143 EDA-50%
GEORGE 562 EDA-50%
JACKSON 18319
HARRISON 6151 EDA-50%
HANCOCK *575 EDA 50%
MISSISSIPPI
SCALE STATUTE MILES

Figure Twelve: Demand Area Study/Pascagoula, Jackson County, Mississippi


Sumrall
Petal
HATTIESBURG
Richton
LAMAR
PERRY
GREENE
FORREST
New Augusta
Beaumont
Neely
Leakesville
Citronelle
Purvis
PAUL B. JOHNSON STATE PARK
McLain
Brooklyn
DE SOTO
Leaf
Lumberton
Maxie
Fruitland Park
Lucedale
Bond
NATIONAL
Benndale
Poplarville
Wiggins
GEORGE
STONE
Agricola
PEARL RIVER
Perkinston
McHenry
Whistler
McNeill
Saucier
FOREST
Hurley
Wade
ALABAMA
HARRISON
JACKSON
Nicholson
HANCOCK
Escatawpa
Kiln
Ocean Springs
Moss Point
Kreole
MAGNOLIA STATE PARK
Deer Island
Gautier
Pascagoula
BILOXI
Handsboro
Mississippi City
GULFPORT
Long Beach
Pass Christian
Bay Saint Louis
Waveland
Lakeshore
Pearlington
Clermont Harbor
Cat Island
Ship Island
Horn Island
Petit Bois Island
Dauphin Island
98
49
11
13
15
26
53
63
43
90
10
17
45
188

Explanation of Figure Twelve

Demand Area Potential - Jackson County, Mississippi
(1970 - 1971 data)

Jackson County experienced a 58.5% population growth in the past ten years. This county has the highest number of industry jobs for a single county in the state, the highest number of new and expanding industry jobs in the past two years, and a large increase in total employment over a one year period.

Referring to the labor market trends published by the Mississippi State Employment Service for April, 1971, which includes the counties of George and Green to the north, it is noted that there were 3,430 more workers in manufacturing employment in March, 1971, than in March, 1970. This increase was mainly in the transportation equipment industry (3,280) with other industries making gains, chemical and allied (+80) and petroleum refining and related (+100). Nonmanufacturing also showed slight increases; transportation and public utilities (+80), wholesale and retail trade (+110), service and miscellaneous (+90) and government (+200). The principal city, Pascagoula, location of Ingalls shipbuilding division, Litton System, Inc. presents all those favorable factors for growth center designation of long range character.

George, Green, and Stone Counties to the north of Jackson County are each designated for EDA participation. Counties so designated contain a supply of unemployed workers. However, unemployed workers in these counties are both untrained and insufficient in number to meet Pascagoula worker demand. In addition, these workers plus those living to the west (Biloxi-Gulfport) and to the east (Mobile, Alabama) are beyond normal commuting distances due to poor road structure. The opening of Interstate 10 (under construction) should help alleviate east-west traffic problems.

In summary, Jackson County (Pascagoula, Mississippi) offers excellent potential for Worker Relocation Service worker demand provided other considerations, housing and related community facilities, are met, and provided a supply of technical workers is available for relocation.

In addition to the above application of studies, target areas are selected according to the characteristics of unemployed labor, potential job characteristics, and area characteristics. Figure Thirteen presents these characteristics.

Figure Thirteen

Characteristics For Determining Relocation Target Areas

Unemployed Labor Characteristics

1 - Disadvantaged

2 - Partially disadvantaged

3 - Nondisadvantaged

- Critical labor shortage occupations workers
- Noncritical
- Nonlabor shortage occupation worker

Job Characteristics

1 - Critical labor shortage occupations

2 - Noncritical labor shortage occupations

3 - Nonlabor shortage occupation

Area Characteristics

1 - General labor surplus specific

2 - Occupations labor surplus(es)

3 - General labor demand specific occupation

4 - Labor demand(s)

Figure Fourteen indicates variations in area labor market conditions and the likely priorities for manpower programs.

Figure Fourteen suggests that the higher the number of job vacancies in an area and the lower the rates of unemployment, the greater will be the opportunities to aid the disadvantaged---by upgrading those residing in the area and by encouraging the inmigration of those residing in areas of lesser opportunity. Also, it would probably be desirable to encourage the inmigration of those with skills or higher occupational capacity to meet specific needs of the local economy.

Relocation assistance provides a means of linking excess training capacity in one area with excess job opportunities in other areas. Thus, a critical element identifying target areas for relocation assistance is the assessment of the geographic distribution of any excess training capacity, relative to the distributions of excess labor supply and of excess labor demand.

Figure Fourteen

Labor Area Manpower Conditions and Solutions

Rate of Unemployment / Number of unfilled jobs	Low	Moderate	High
High	1. Intensive economic development and/or outmigration	4. Moderate economic development and/or moderate or intensive outmigration	7. Intensive focus on increasing labor force participation. upgrading and other local labor supply/demand matching programs
Moderate	2. Moderate economic development and/or outmigration	5. Moderate economic development and/or outmigration	8. Moderate version of 7, with more focus on disadvantaged and inmigration
Low	3. Focus on specific shortage occupational categories and on disadvantaged through upgrading and/or inmigration and outmigration	6. Moderate inmigration and/or focus on increasing labor force participants and upgrading of disadvantaged	9. Intensive focus on disadvantaged locally and through inmigration and recruitment of skilled and higher inmigrants as required

C - Basic Organization and Service Models Adaptation

The organizational structure of a relocation operation and the service models which it could deliver vary primarily according to the degree of development of manpower employability development programs in supply and demand areas.

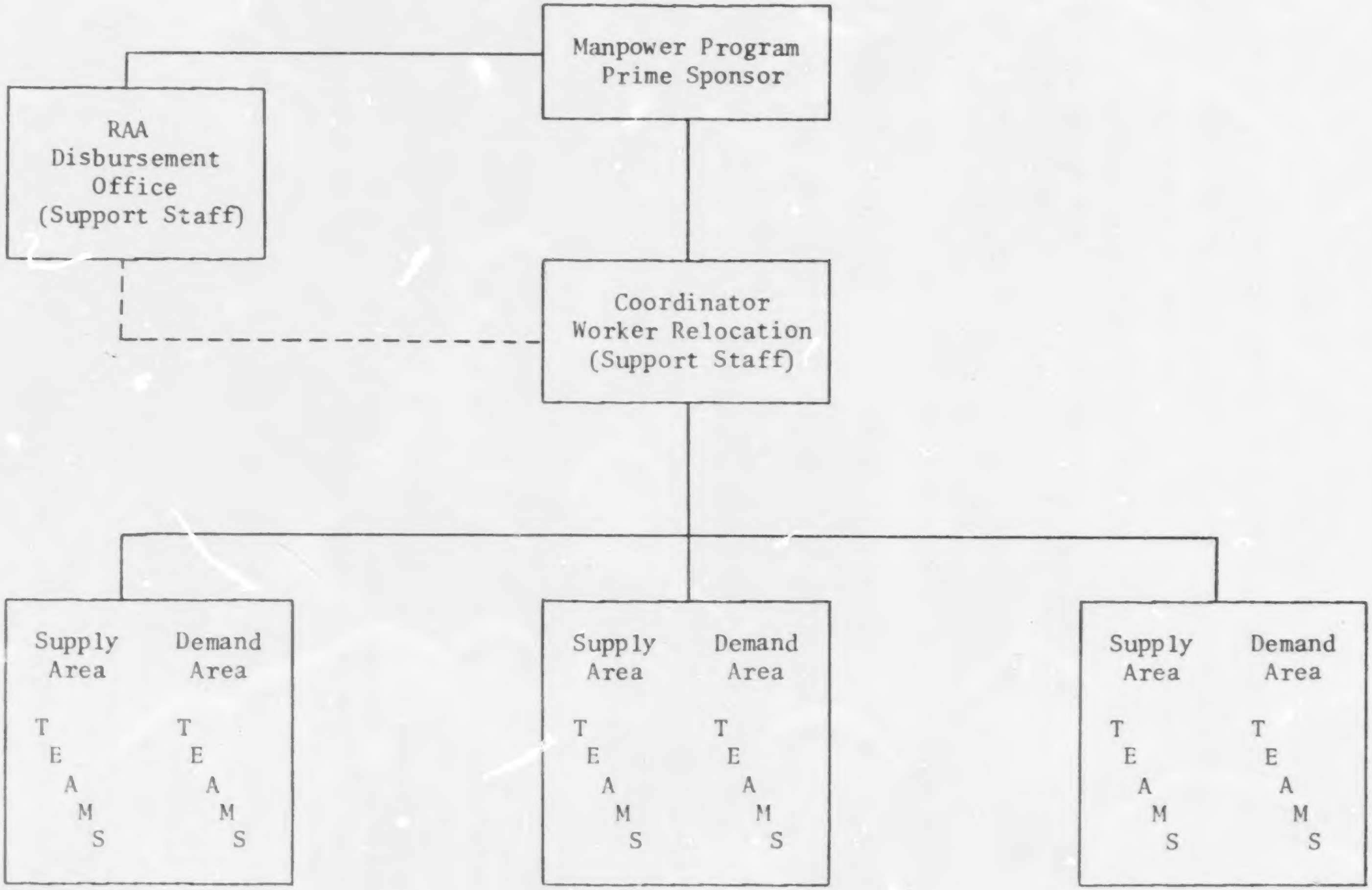
1 - Basic Organization

Because the relocation process operationally spans geographically separate areas and because close coordination of service activities between areas of origin and destination are required to support relocations, particularly of the disadvantaged, it is necessary to have an organizational structure which can deliver relocation services on an interarea basis. Figure Fifteen shows the basic organizational structure for a relocation assistance operation that would be applicable when both relocation supply and demand areas lacked well developed manpower resources.

The supply and demand area teams would provide such services as recruitment, intake, job development, relocation, support service and follow-up as necessary. These teams would vary in number depending upon the area served, the size of the target population, and the potential for relocations. In addition to providing services within the manpower program these teams must also provide a system for procuring supportive services from other agencies that are available in either the supply or demand areas. A relocation assistance program should not be established where supportive services do not exist in either the supply or demand areas unless those services can be developed and provided on a timely basis by the supply area and demand area staff.

Figure Fifteen

Basic Relocation Organizational Model


Manpower Program Prime Sponsor
RAA Disbursement Office (Support Staff)
Coordinator Worker Relocation (Support Staff)
Supply Area
Demand Area
T E A M S
T E A M S
Supply Area
Demand Area
T E A M S
T E A M S
Supply Area
Demand Area
T E A M S
T E A M S

When an applicant is "job ready" or cannot benefit from training, or when there is a lack of skilled job opportunities for which training would be required, the applicable service model for obtaining employment for people is that basic model of:

Relocation → Employment

In such situations, the objectives of the services provided would be the major factor determining the structure of operations, and also the content of services would be basically the same, i.e., recruitment, intake, placement, and relocation and other supportive services. The objectives of service operations might be primarily to serve individuals, employers, or local communities, or a combination of those objectives.

.1 - Individual Service Objective

A focus on serving individual needs would begin with individual recruitment and proceed through subsequent phases of job development, and job interview assistance, placement, and relocation services as needed, as illustrated in Figure Sixteen.

.2 - Employer Service Objective

Serving employers' manpower needs would begin with the identification of specific job openings and move through the phases of recruitment, counseling, and placement and, if necessary, job interview assistance, followed by relocation services, as shown in Figure Seventeen.

.3 - Local Community/Economy Service Objective

To serve the manpower needs of local economies would require a focus on the type of jobs and skills matched in relation to specific critical and noncritical labor shortage occupational categories within both the areas of relocation origin and destination. Any of the models, with or without employability development components discussed can be used for this objective. This objective would be specifically served by the eligibility criteria imposed on areas, individual applicants, jobs, and applicant job matches. Relocation services might be restricted to, or have priority on placements involving workers and jobs with skills which were surplus in the area of origin and in short supply in the area of destination, or otherwise adapted to local conditions and needs.

Figure Sixteen

Operations Model for Individual Service Objective

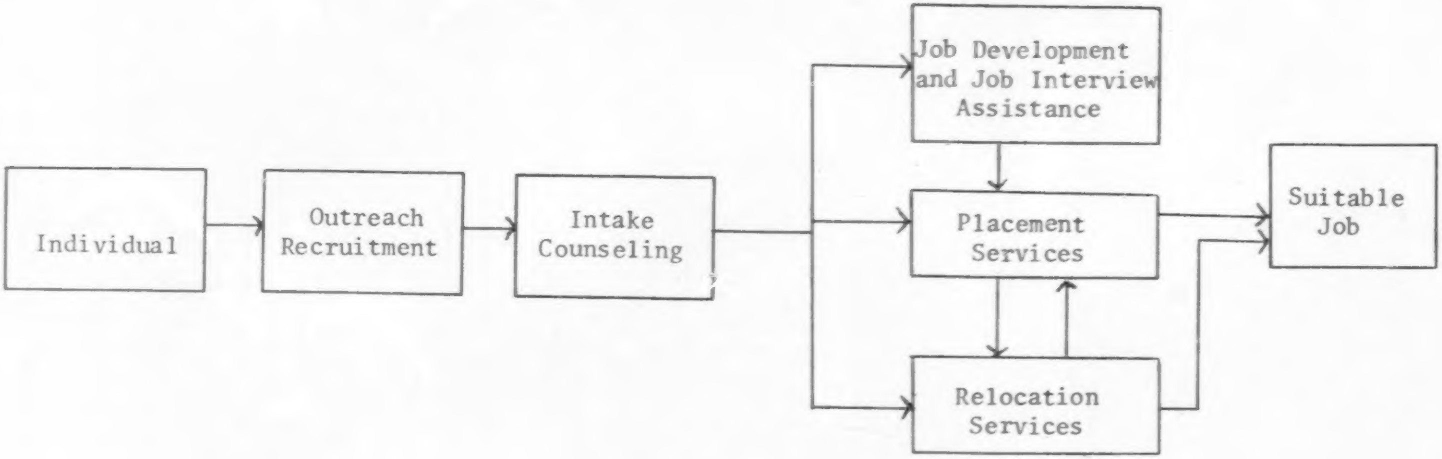
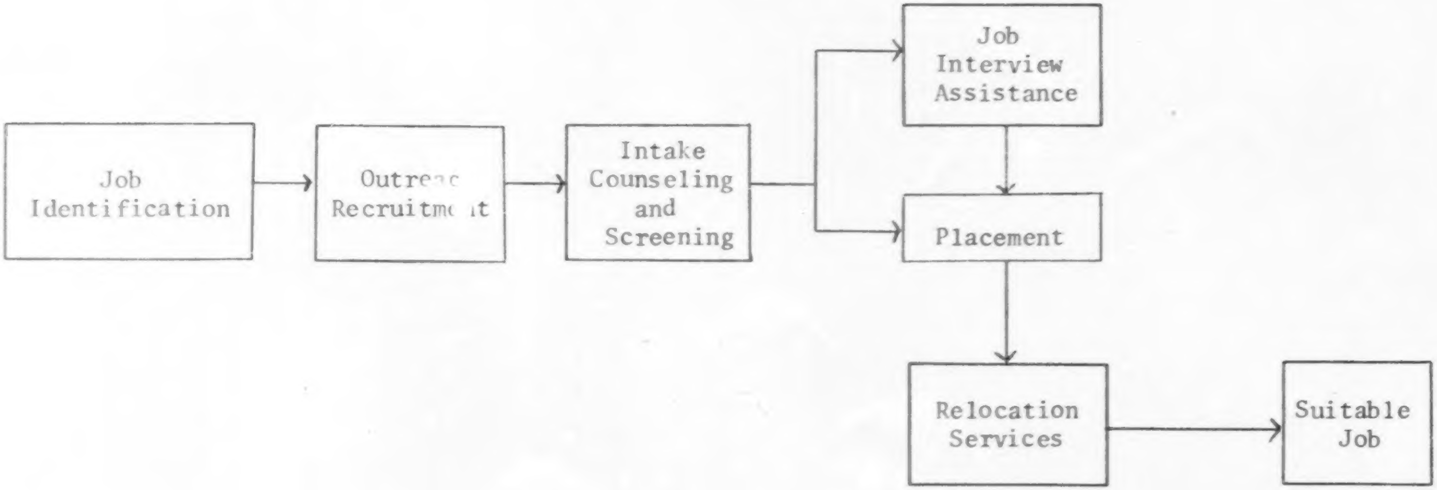

Individual
Outreach Recruitment
Intake Counseling
Job Development and Job Interview Assistance
Placement Services
Relocation Services
Suitable Job

Figure Seventeen

Operations Model for Employer Service Operation


Job Identification
Outreach Recruitment
Intake Counseling and Screening
Job Interview Assistance
Placement
Relocation Services
Suitable Job

2 - Relocation Services in Different Service Models Adapted to Different Target Area Situations

Figure Eighteen shows a state or multi-state organizational structure which could be used when manpower resource programs were well developed and organized under one prime sponsor in the area of destination but not in the area of origin. The relocation staff could perform recruitment, screening, selection, and preparational duties in the area of origin while the relocation and other manpower staffs in the area of destination would work together to accomplish job development, relocation completion, supportive services and follow-up activities. The two relocation teams would work together to provide support for the actual move. When manpower program development was strong in the area of origin but not in the area of destination, the organizational structure and division of staff duties could be reversed. In either case, administrative linkages would be direct in the area with well developed programs but would be on an indirect coordination basis in the area without well developed and organized programs.

Figure Eighteen

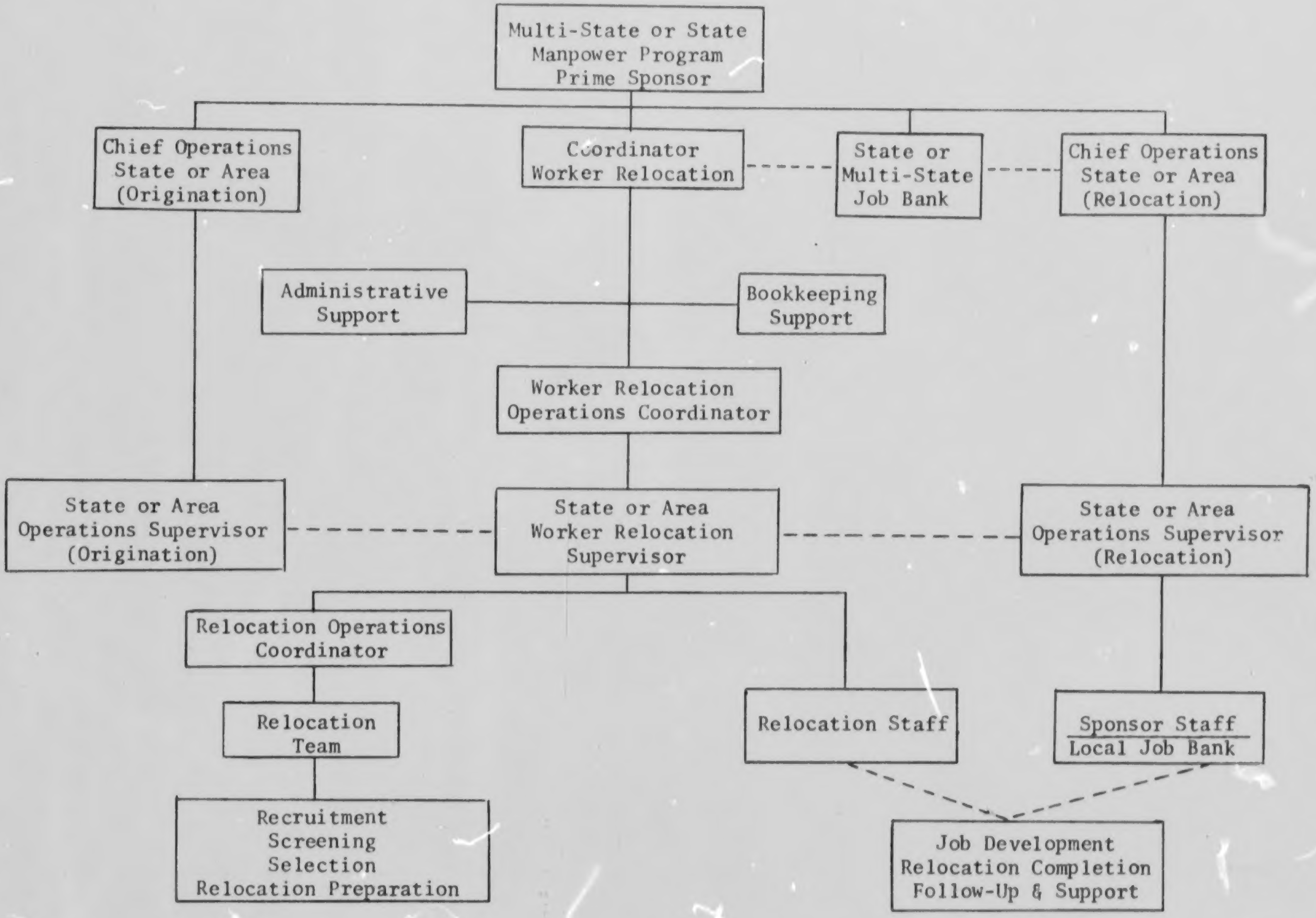
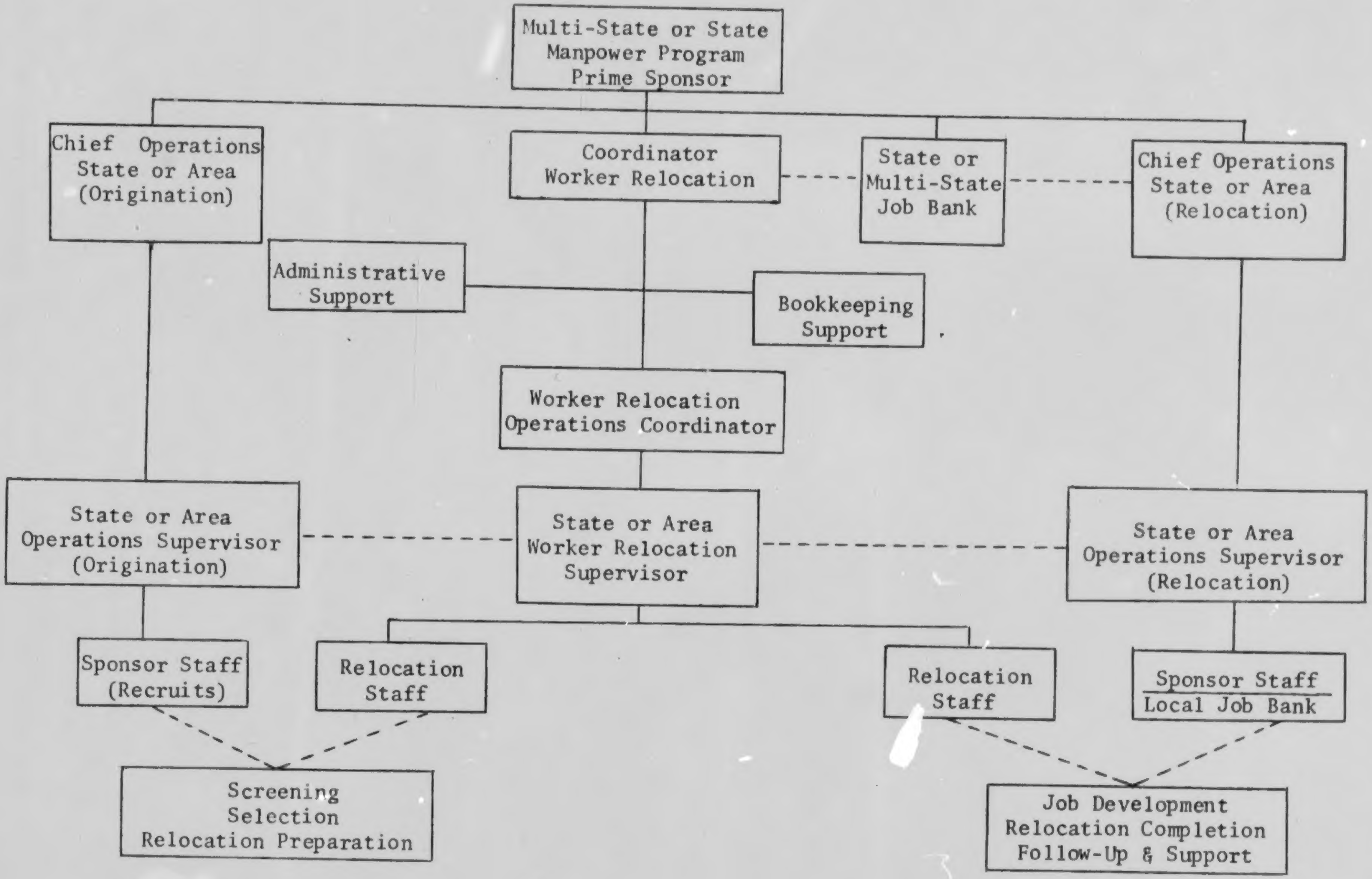

Multi-State or State Manpower Program Prime Sponsor
Chief Operations State or Area (Origination)
Coordinator Worker Relocation
State or Multi-State Job Bank
Chief Operations State or Area (Relocation)
Administrative Support
Bookkeeping Support
Worker Relocation Operations Coordinator
State or Area Operations Supervisor (Origination)
State or Area Worker Relocation Supervisor
State or Area Operations Supervisor (Relocation)
Relocation Operations Coordinator
Relocation Team
Recruitment Screening Selection Relocation Preparation
Relocation Staff
Sponsor Staff
Local Job Bank
Job Development Relocation Completion Follow-Up & Support

Figure Nineteen shows the organizational structure appropriate when both areas of origin and destination have well developed programs under a single prime sponsor. This structure would reduce relocation staff responsibilities to support of the actual move, with other service activities being accomplished by other manpower staffs. Although the relocation staff could operationally function as part of the manpower team in the areas of origin and destination, they would have to maintain their separate identity and responsibility as relocation staffs to ensure that relocation services were coordinated among the two areas.

When employability development services are not involved, any of the organizational structures discussed in this section could deliver the needed services.

When jobs and applicants are located in different areas which both lack employability development resources, it may be desirable to provide relocation services to those who do not need employability services but are underemployed and could benefit from relocating to better jobs in other areas. This alternative would increase local job opportunities for the unskilled and provide them with a chance to obtain both job income and work experience gains in their area of residence. Tax incentives and other subsidies to local employers could, then, if needed, be provided to facilitate their utilization and on-the-job training of the disadvantaged unemployed, such as the tax credit system authorized presently within the WIN program.

Figure Nineteen


Multi-State or State Manpower Program Prime Sponsor
Chief Operations State or Area (Origination)
Coordinator Worker Relocation
State or Multi-State Job Bank
Chief Operations State or Area (Relocation)
Administrative Support
Bookkeeping Support
Worker Relocation Operations Coordinator
State or Area Operations Supervisor (Origination)
State or Area Worker Relocation Supervisor
State or Area Operations Supervisor (Relocation)
Sponsor Staff (Recruits)
Relocation Staff
Relocation Staff
Sponsor Staff
Local Job Bank
Screening Selection Relocation Preparation
Job Development Relocation Completion Follow-Up & Support

D - Basic Staff Functions and Activities

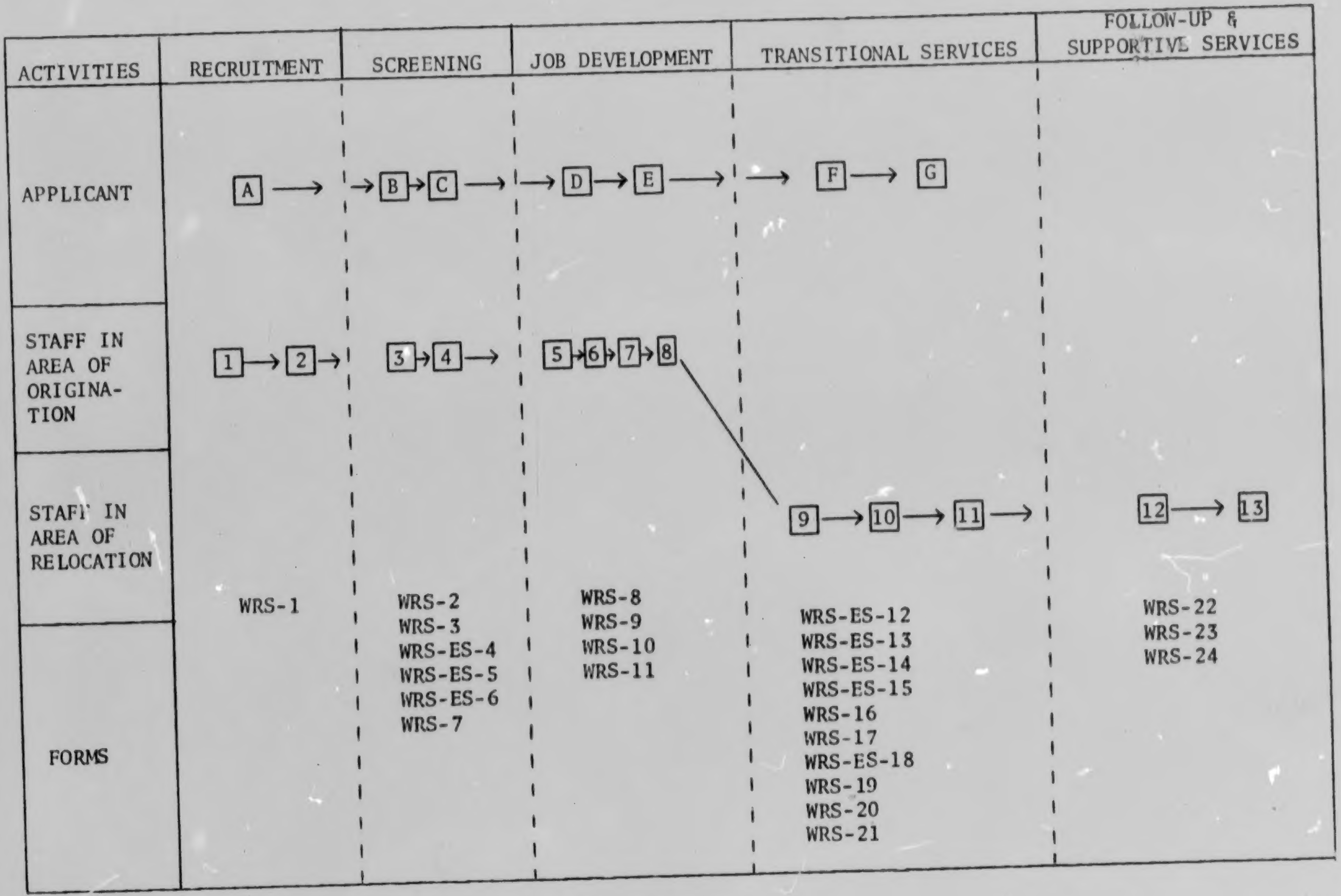
In Section 4, Sub-section C of this report Figures Fifteen through Nineteen outline the suggested organizational chart for three different relocation assistance program structures. With the staff outlined on those charts, there are certain functions which must be performed in the supply and demand areas. Additionally, there are coordination analysis and review functions which must also be maintained.

Figure Twenty with the accompanying key illustrates the functions and activities of the staff in the area of origination and in the area of relocation.

Section 6 of this report, while illustrating the forms to be used in relocation assistance programs, also outlines rather graphically the functions of staff within the flow of the forms as they relate to the elements of the program. This whole sequence is developed in a manner which facilitates the participant's needs.

Figure Twenty

Relocation Activities



ACTIVITIES	RECRUITMENT	SCREENING	JOB DEVELOPMENT	TRANSITIONAL SERVICES	FOLLOW-UP & SUPPORTIVE SERVICES
APPLICANT	A →	→ B → C →	→ D → E →	→ F → G	
STAFF IN AREA OF ORIGINATION	1 → 2 →	3 → 4 →	5 → 6 → 7 → 8		
STAFF IN AREA OF RELOCATION				9 → 10 → 11 →	12 → 13
FORMS	WRS-1	WRS-2 WRS-3 WRS-ES-4 WRS-ES-5 WRS-ES-6 WRS-7	WRS-8 WRS-9 WRS-10 WRS-11	WRS-ES-12 WRS-ES-13 WRS-ES-14 WRS-ES-15 WRS-16 WRS-17 WRS-ES-18 WRS-19 WRS-20 WRS-21	WRS-22 WRS-23 WRS-24

KEY TO FIGURE TWENTY

APPLICANT:

A Unemployed person is recruited for relocation services.

B Applicant meets the criteria for relocation services.

C Applicant begins receiving relocation services (pre-relocation counseling), and introduction to assistance available.

D Applicant goes on job interview and takes physical examination if necessary.

E Applicant accepts job offer.

F Applicant begins employment and receives relocation assistance as required.

G Applicant completes move of family, if married.

STAFF IN AREA OF ORIGINATION:

1 Staff recruits individual.

2 Staff determines eligibility of individual.

3 Staff initiates relocation services, including pre-relocation counseling of applicant.

4 Staff certifies that employment is not available for individual in the supply area.

5 Staff determines that a bona fide job is available in the demand area.

6 Staff determines that the individual is capable of doing the job.

7 Staff arranges for the job interview and sees that the applicant takes a physical examination, if necessary.

8 Funds are provided for pre-employment interview.

KEY TO FIGURE TWENTY

Continued

STAFF IN AREA OF RELOCATION:

$\boxed{9}$ Staff takes applicant to the job.

$\boxed{10}$ Staff obtains temporary housing for applicant and initiates post-relocation services, including counseling and required supportive services.

$\boxed{11}$ Staff assists applicant in completing the moving of family, if married, and maintains contact with the enrollee, his family, and his employer.

$\boxed{12}$ Staff completes two month follow-up.

$\boxed{13}$ Staff completes such additional follow-up as might be necessary.

Operations Coordinator activities would include the following:

During all phases of operations:

1 - Establish and maintain daily telephone contact with each area coordinator or appropriate member of the field staff.

2 - Control the work activities of each member of the field staff through the appropriate direct control of the flow of operational information.

3 - Establish applicant files and insure appropriate documentation is obtained on a timely basis from the field staff.

During Pre-relocation Activities:

Establish and control applicant interview travel budgets including coordination with the paying unit on disbursement of travel checks, accountability of used and nonused travel checks, and documentation to support total disbursement of applicant interview travel funds.

During Relocation Activities:

Process and control increment and total accountability disbursement of Relocation Assistance Allowances applicant grant funds.

During Post Relocation Activities:

Determine time for and direct demand area staff to complete follow-up procedure.

During Routine Activities:

Coordinate with the Worker Relocation Coordinator on unusual relocatee problems and obtain his decision concerning action involved.

Project Analyst Activities would include the following:

During all phases of operations:

1 - Establish and maintain systematic acquisition and summary of information for purposes of evaluation, planning and redesign.

2 - Prepare monthly operational and progress reports for dissemination to sponsor, Worker Relocation Staff and other interested parties.

3 - Utilize field staff to develop outreach acquisition of routine and special problem information at the local community level.

4 - Establish contact with, and utilize expert resource personnel and conduct research activities in support of program developing, redefining, and expediting efforts.

5 - Develop redesign proposals on an initiative and response basis in coordination with the Worker Relocation Coordinator.

6 - Coordinate with the Worker Relocation Coordinator on general operations support efforts as directed.

Section 6 of this report illustrates the types and sequencing of forms needed to document and control relocation service activities. The abbreviation "RAA" refers to Relocation Assistance Allowances, and the other form titles are self-explanatory.

A forms control system, such as that illustrated in Chart 2, is recommended and serves as documentation of the actions taken throughout the process of relocation. While the forms provide the record of communications that have taken place, direct oral communication between supply and demand areas during the time in which these activities are taking place is absolutely essential to successful completion of the relocation process.

E - Staff Characteristics

Certain characteristics have been found to be helpful to staff engaged in worker relocation activities. To the degree possible, individuals having the cited characteristics should be sought to fill the following key positions.

1 - Supply Area Coordinator

- Knowledgeable about, and able to accept, specific cultural traits of the target population.
- A socio-economic background similar to, or identical with, that of the target population.
- Able to develop and maintain an accurate up-to-date inventory of available supportive services in the supply area.
- Capable of working without supervision and close support.
- Willing to assume a fluctuating working schedule depending upon the needs of the potential relocatee.

2 - Demand Area Coordinator

- Able to communicate effectively with potential employers (in all probability, higher levels of educational attainment would be desired).
- Thorough understanding and empathy of the problems, particularly financial, of poor people.
- Able to effectively supervise staff activities.

3 - Area Supervisors

- Should possess all of the characteristics described above for demand area coordinators and supply area coordinators.
- Have more education and experience than subordinates.
- Be able to effectively supervise staff activities.

Section 5

Financial Assistance

A - Purpose and Objectives

In a worker relocation effort, financial assistance is granted to unemployed workers to provide them with the resources necessary to finance relocating to a new community to accept full-time employment. Experience has shown that many unemployed workers are unable to find and accept available jobs in communities outside their current areas of residence simply because they cannot afford the luxuries of a long distance search for work and of moving to the site if a job should happen to be located. At the same time, experience has also shown that workers who feel they must migrate even though they lack the resources for a rational search for work in the first place and for supporting themselves in the immediate post-relocation period in the second normally choose their relocation destination on the basis of the availability of friends and relatives with whom to stay rather than on the basis of the availability of suitable job opportunities. The purpose of providing financial support is to permit the availability of suitable employment, rather than the availability of minimal financial resources, be the dominant factor in deciding whether or not to relocate and what the relocation destination is to be. Financial assistance, like many of the other services incorporated into a general manpower program, is for the purpose of helping workers overcome a specific barrier to employment. The barrier, in this case, is the expense associated with finding a job and moving to it when suitable jobs are not available locally.

B - Relocation Assistance Allowances (RAA)

The total amount of Relocation Assistance Allowances any one relocatee will receive will, of course, vary depending upon the distance of the move, the size of his family, the household goods he owns, and a number of other factors. However, a worker contemplating accepting a job in another area can be expected to incur two types of expenses--those associated with the search for a job and those associated with moving to the job once it is found. For the objectives of the worker relocation effort to be achieved, assistance with both types of expense must be furnished to relocatees and potential relocatees.

1 - Pre-relocation Expense Allowances

Little hiring, especially to fill jobs of any consequence or offering any upward mobility, is done without a pre-employment interview. Most employers insist on seeing a man before hiring him while many require a pre-employment physical examination. Similarly, few workers are inclined to take a job sight unseen, especially in a strange town and with an unfamiliar company. The pre-employment interview and the expenses associated with it are, for the most part, pre-requisites to acquisition of an out-of-town job.

When a firm job offer has been received from an employer--when, in other words, a worker has been accepted by an employer subject to the results of a personal interview and any tests or physical examinations regularly required by that employer as part of the hiring process--pre-employment interview expense allowances should be authorized for the worker and his spouse. Pre-employment expense for the spouse as well as the worker are recommended as the decision to move, if it is made, must be a family decision to be firm. Experience has shown that the worker is more likely to accept the job , and to stand by that decision, if his spouse has shared the experience of the pre-employment interview trip and has participated in the decision to relocate.

In addition to taking care of whatever pre-employment formalities are required, care should be taken to see that the worker and his spouse have an opportunity to get some exposure to available housing and to the community at large during the pre-employment interview trip. Finally, it is extremely desirable to have lodging and transportation arrangements for the trip made by staff. Not only are savings in allowances realized, but the relocatee and his spouse are in a better position to concentrate on the job and the possibilities of relocation if they are not distracted by concern over such logistical details.

Pre-employment interview expense allowances should be computed in accordance with the laws, rules, and regulations governing the payment of per diem and travel expense allowances in the jurisdiction through which the allowances are paid. In areas where such laws, rules and regulations do not exist or are not applicable, pre-employment interview expense allowances should be computed according with the following formula:

Transportation - An amount equal to the cost of the most economical public transportation available or an amount not to exceed ten cents (10¢) per mile each way if public transportation is not available.

Per Diem - An amount equal to the daily cost of lodging, as applicable in the relocation area, plus eight dollars ($8.00) per day each for the worker and his spouse.

2 - Relocation Expense Allowances

When the worker has accepted a job offer and a reporting date for entry on the job has been agreed upon, the expenses associated with the physical relocation of the worker to the job site become identifiable. Among the cost items for which the relocatee may need financial assistance are:

a - The costs of travel for himself and his family to the relocation site,

b - Living costs for himself and his family while enroute to the relocation site or while awaiting the arrival of his furniture,

c - Rent and utility deposits or down payments,

d - Costs associated with acquiring an automobile for transportation to the job or with putting a currently owned automobile in dependable running order,

e - Costs associated with acquiring a house or mobile home,

f - Costs of storage of furniture, if applicable, or costs of transporting household goods to the area of relocation,

g - Costs of becoming minimally equipped with furniture and appliances appropriate to urban living,

h - Payment of old debts to release liens on furniture, appliances, and other personal property,

i - Separate maintenance costs when, due to the lack of available suitable housing or other good cause, the worker must relocate in advance of his family,

j - Living expenses during the period until the first check is received,

k - Supplies, clothing, and equipment needed for school and the job.

.1 - Computation of Relocation Expense Allowances

In the computation of Relocation Expense Allowances, four different categories of expenses have to be recognized. These four are:

- Travel and per diem costs of the worker and his family while in transit or awaiting the arrival of household goods or the availability of suitable housing,

- Travel by family members subsequent to travel by enrollee. If the enrollee returns to his original place of residence to transport other members of his family to the new place of residence he may be paid round trip transportation for himself or allowed mileage for the round trip at 10 cents (10¢) per mile. If family members travel separately by commercial carrier, their travel expenses should be defrayed in an amount equal to the cost of the most economical means of public transportation.

- Per Diem Costs. Actual cost of lodging for the family plus six dollars ($6.00) each for the worker and his spouse and three dollars ($3.00) each for each child up to four children per day during the period the family is actually in transit and for whatever portion of up to one week the family actually spends in a hotel or motel awaiting the arrival of household goods. Room receipts should be required.

Transportation of Household Goods

Allowances for the transportation of household goods should be computed, and payment to the relocatee and/or the commercial mover should be made, in accordance with the laws, rules, and regulations governing such allowances and payment procedures in the jurisdiction through which these allowances are paid. When such procedures, laws, and regulations do not exist or are found to be nonapplicable, it is recommended that the following practices be instituted.

Assistance shall be provided for the transportation of household goods of the worker and his family not to exceed 7,000 pounds, or 2,500 pounds for a worker without a family, from his regular residence to the new residence.

- When household goods are moved from one state to another or within a state, or the move is subject to uniform intrastate or interstate tariff rates, the enrollee may select any mover licensed under the Interstate Commerce Commission or local regulatory body and the agency may pay the cost of the move directly to the licensed mover on the basis of the uniform bill-of-lading issued under the rules of the regulatory body, including costs for insurance. Packing household goods for moving should be done by the mover selected and necessary payment made by the program.

- Moving by use of a rental truck or rental trailer. Payment for move by this means will be made on an actual cost basis provided it does not exceed the cost of moving by a commercial carrier.

- Transporting a mobile home or housetrailer. Payment may be provided to cover the normal expense involved in transporting a mobile home or housetrailer when such unit was used as a place of residence in the old area or will be so used in the new area. Provisions and limitation:

  1 - Payment may include the carrier's charges for actual transportation of unit, plus charges for unblocking and reblocking.

  2 - Payment may also include ferry fares, bridge, road, and tunnel tolls, taxes, and charges for fees fixed by the state or municipal authority for permits to transport the unit in or through its jurisdiction, including any required expense for retention of the appropriate number of flagmen.

  3 - The amount of the insurance costs covered by the payment shall be the actual cost of insuring the mobile home or housetrailer and the personal effects of the enrollee and his family against loss or damage in transit.

- Temporary storage of household goods. Assistance may be provided to cover the actual expenses of temporary storage of household goods, when necessary, for a period not to exceed 30 days and the authorized weight allowances.

  1 - Determining the cost of temporary storage. Storage rates are covered by tariff regulations and will be reimbursed on the basis of the actual cost incurred.

- Purchase or Replacement of Household Goods. Payment for movement of household effects not to exceed 7,000 pounds for a married worker or the option to accept a furniture rebuilding grant allowance not to exceed actual costs for movement of his household effects. In the event the married worker does not own any household effects, he may be given a grant for furniture purchase not to exceed $100 for worker, plus $100 for spouse plus $50 for each dependent not to exceed two or total of $300 maximum.

Out of Pocket Expenses

Payments for the reimbursement of out-of-pocket expenses, generally known as Lump Sum Allowances, may be computed in a number of different ways. One approach has been to give each relocatee a flat sum, regardless of family size, the distance of the move, or the circumstances involved. Depending upon the amount of the flat sum payment, this approach usually results in a large proportion of the relocatees being paid either too much or too little and is not recommended. Another approach has been to establish either an absolute maximum payment per relocation or a graduated maximum reflecting the relocatee's situation and then to reimburse the relocatee only for those expenses which he can itemize and justify. This approach, however, demeans the relocatee while placing tremendous demands on staff time. Between helping the relocatees with the itemization and then auditing it, so much staff time is burned up that administration costs far exceed what little allowance money may be saved. Consequently, this approach cannot be recommended either.

Experience indicates that the most equitable system involves establishing a graduated scale of allowances which reflects individual relocatee circumstances. Payments, up to the maximum permitted by the formula for an individual relocatee under a particular set of circumstances, can be made in increments in accordance with estimates of the expenses apt to be incurred made jointly by the relocatee and relocation staff. The recommended formula for computing and paying Lump Sum Allowances is as follows:

a - For a worker without a family. The amount of such allowance for a worker without a family shall be equal to the national average weekly manufacturing wage in effect at the time such payment is made.

b - For a worker with a family. The allowance shall be a sum equal to the national average weekly manufacturing wage for a worker, plus the same amount for his spouse and 50 percent of the amount for each member of the family relocating with the worker up to a maximum of two times the basic allowance, i.e., four family members in addition to his spouse. If the lump sum allowance payable is not an exact dollar, it will be rounded to the next higher dollar.

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c - For a worker whose family will be relocated subsequent to the worker's move (involving a period of not less than 1 week). The amount of the additional lump sum payment shall be an amount equal to one half of the amount of the average weekly manufacturing wage rounded for each full week that separate maintenance of the worker is required, up to a total of four weeks. (The average weekly manufacturing wage is computed and published yearly. State agencies will be notified by the manpower administration of the amount and the effective date of such average each year).

A system of forms appropriate for use with this approach to computing and paying Lump Sum Allowances is incorporated in Section 6 of the report.

Optional Costs

Experience indicates that in some cases allowances other than those associated with the transition of a relocatee are needed to effect a relocation. In some instances liens are being held against personal properties; liens, which if not honored, could perhaps preclude relocation to another area. Two other factors that deem consideration are those of housing and transportation. Once the relocatee has been accepted for employment in another area, he will sometimes be confronted with the severe problem of the lack of public or private housing and the unavailability of public or private transportation to and from the new job site.

These factors may not be relevant to all relocatees, but where they do exist and could preclude relocation to another area, care should be taken to see that these needs are satisfied.

It is recommended that the following practices be instituted for payment of optional costs related to relocation:

a - Payment of Debt. Determination to the existence of a debt will be made by the supply area staff and certified by the payee and applicant. Upon completion of the relocation, the loan will be paid in an amount not to exceed $300.

b - Down Payment on House or Mobile Home. Certification should be made by the demand area staff to the unavailability of suitable housing, public or private. A memorandum must be secured from the selling agent attesting to the minimum down payment required for the purchase of house or mobile home. The memorandum must be mailed to the Relocation Coordinator for approval of payment in the amount not to exceed $500.

c - Down Payment on Car or Cost Required to Put a Personal Car in Dependable Running Condition. Certification should be made by the demand area staff that public transportation is not available. If the relocatee wishes to purchase an automobile, a memorandum must be secured from the selling agent attesting to the minimum down payment required for that purchase. This memorandum must be forwarded to the Relocation Coordinator for approval of payment in an amount not to exceed $200.

If the relocatee has a personal car that needs to be put in dependable running condition, the receipt of the actual costs of repair must be acquired and forwarded to the Relocation Coordinator for approval and payment to the company rendering the service in an amount not to exceed $200.

A system of forms appropriate for determining eligibility and paying of Relocation Assistance Allowances for optional costs is incorporated in Section 6 of this report.

3 - Payment of Allowances

Regardless of the system used in the computation of allowances in any or all four categories, it is important that allowances be paid promptly in order to cover expenses as they occur. Few relocatees have the financial resources to cover their own expenses; if they did, the odds are they would relocate on their own. Accordingly, when the introduction of relocation services is being planned, the means by which at least some of the allowances for which a worker is eligible can be made immediately accessible must be explored and identified. An employer, anxious to hire, cannot, and will not if he can avoid it, wait four or five days to interview a worker because that is how long it takes to process a request for pre-employment interview expenses. Similarly, a man who has been unemployed for a long period of time cannot be expected to accept employment and go to work in a distant town without help with the consequent expenses from the start. Without the ability to produce at least some financial assistance quickly, the effort cannot succeed.

A number of alternate ways of providing immediate access to allowances exist. One possibility is to establish a revolving account from which advances can be made against the allowances for which the worker will ultimately be eligible. Another alternative is to establish a special type of limited allowance (perhaps a maximum of fifty dollars ($50.00) which can be granted on the basis of the establishment of eligibility for service and little other documentation other than evidence of a job offer in the demand area. A third alternative would be to have the paying unit in house so that checks could be issued immediately upon certification of eligibility and receipt of appropriate documentation. Regardless of the approach chosen, which to a degree depends upon the structure through which the service is to be delivered, the capacity to provide financial assistance quickly has to be built into the system if those who need the service most are to benefit from it.

In much the same way and to keep administrative procedures as simple as possible, it is also recommended that arrangements be made to have as many service vendors as possible, including most importantly commercial movers, bill the agency administering relocation services directly. Not only does this relieve the relocatee of having to contend with an additional distraction during the critical relocation period, but it also simplifies audit and control procedures.

4 - Responsibilities of the Payment Unit

Responsibilities of the paying unit include:

a - Establishing individual accounts upon receipt of properly completed forms and estimates. If the information on or attached to the forms received is incomplete, the payment unit should immediately request whatever information is necessary to establish the account;

b - Making payments to enrollees promptly and on a timely basis;

c - Making payments to firms providing services for the relocatee, upon receipt of proper documentation;

d - Establishing and maintaining accounts for Relocation Assistance Allowance payments and controls to prevent duplication or other unauthorized payments;

e - Preparing fiscal and activity reports as required.

C - Administrative Considerations

1 - Accounting Records

To support Relocation Assistance Allowances records, the original documents authorizing payment of Relocation Assistance Allowances and the evidence of such payments (cancelled checks or receipts) to each individual will be maintained separately from other records of the agency through which such payments were made. Such records shall be held in confidence, subject to review by the Secretary of Labor and authorized officials of the Federal and State governments. These records will be maintained until such time as the Secretary may authorize transfer of the records for disposal.

2 - Appeals

Determinations made with respect to an individual's eligibility for Relocation Assistance Allowances may be appealed only in the manner and under the circumstances in which determinations in respect to eligibility for other allowances are appealable in the overall manpower program of which the relocation effort is a part.

3 - Overpayment and Fraud

Any unauthorized expenditure of funds shall be recovered and returned to the account from which paid. Any Relocation Assistance Allowances paid to an individual who does not relocate shall be considered as an unauthorized expenditure of funds, and such amount shall be recovered by the paying unit. However, if the individual actually relocates to the new area and then returns to his home, payments made prior to the return will not be considered overpayments.

Evidence of fraud on the part of anyone in the expenditure of receipt of funds under this section or in seeking to obtain such funds shall be referred to the appropriate authorities for prosecution.

4 - Relationship of Relocation Assistance Allowances to other Allowances

Eligibility requirements for Relocation Assistance Allowances are not dependent on, or affected by, Manpower Development Training Act or other Federal training allowance eligibility or disqualification provisions except that relocation assistance payments will not be made for expenses which are met by payments under other sections of Manpower Development Training Act.

A relocation allowance under any state or other Federal relocation program will not prohibit a worker's relocation, except that no Relocation Assistance Allowances payment may be made for relocation expenses for which funds are provided under such state or other federal relocation program.

5 - Exclusion of Relocation Assistance Allowances from Federal Income Tax

Relocation Assistance Allowances payments will not be taxable as income for the purpose of Federal Income Tax.

6 - Forms for Use in a Mobility Program

The forms designed for both administrative and financial support in the process of relocation are listed and described in Section 6 of this report.

Section 6

Recommended Forms and Usage

The purpose of this section is to provide and explain a set of recommended forms which may be used to facilitate and control Worker Relocation Service (WRS) activities. The particular content of these forms should be considered for their relevance to a specific operational situation and adapted as needed.

Part A includes two charts and a discussion to provide an overview of the use of the recommended forms in the Worker Relocation process.

Part B details the sequences of staff responsibilities and notes considerations for carrying out these responsibilities.

Part C provides an example of each recommended form complete with individual instructions on the execution, disposition, and purpose of the form.

A - Summary of Recommended Forms: Sequence and Activating Responsibility

1 - Chart 1, Division of Staff Responsibilities for Activating Forms
Chart 2, Forms - Sequence

Chart 1 indicates the division of staff responsibilities for activating forms, while Chart 2 indicates the sequence in which forms are activated. To trace staff responsibilities in relation to the use of forms in the Worker Relocation Service process: (1) see Chart 1 for the identifying numbers of the forms for which a staff member is responsible; (2) then see Chart 2 for the points at which the forms and related staff activities are introduced into the Worker Relocation Service delivery system.

2 - Discussion

Timing of staff activities and related forms is indicated by the order of Phases I through VII. The order of Phase I and Phase II (only) are, however, somewhat arbitrary, since in practice either may come first or they may be effected simultaneously.

Primary considerations throughout Worker Relocation Service phases are to:

a - Complete processing of eligibility certifications, requests for allowance funds, and receipts for funds disbursed with sufficient lead-time to allow timely disbursement of funds for subsequent phases;

b - Complete all forms fully and accurately since they are essential to efficient administration and refinement of the Worker Relocation Service delivery system;

c - Utilize basic data forms to adequately prepare for and to report the delivery of services to the relocatee.

Routine Administrative forms shown in Chart 2 are completed on a weekly basis.

Data recording activities not shown on Chart 2

- Worker Relocation Control Card*
- Worker Relocation Control Board*
- Interview Travel Expense Book
- Group Applicant Expense Book
- Relocatee's Permanent File
- Relocatee Data Summary Card*
- Field Staff Local Office Files
- Regular Work Progress Summaries (monthly and annually)

Financial support forms versus administrative support forms. The primary purpose of all WRS-ES forms is to certify that the applicants meet eligibility requirements or to request and project disbursements of Relocation Assistance Allowances.

Forms designated as WRS serve primarily to document Worker Relocation Service staff activities and furnish receipts for disbursement of funds for administrative control.

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*Facsimiles and instructions for the use of these items are found on pages 177 - 183 of this report.

Chart 1

Division of Staff Responsibilities for Activating Forms

I. Worker Relocation Service - Supply Area Staff

WRS-1	Applicant Interview Certification
WRS-2	Interview and Screening
WRS-3	Reference Evaluations
WRS-ES-4	Suitable Employment Certification
WRS-ES-5	Request and Determination
WRS-ES-6	Request and Justification for Payment of Debt
WRS-7	Supply Area Staff - Relocation Check List
WRS-10	Group Applicant Travel Expense

II. Worker Relocation Service - Demand Area Staff

WRS-8	Job Order
WRS-ES-12	Suitable Employment Certification
WRS-ES-13	Request for Payment of Relocation Assistance Allowances
WRS-ES-14	Request for Moving and/or Storage of Household Goods or Furniture Rebuilding Grant in Lieu of Moving Household Goods
WRS-ES-15	Request Payment of Relocation Assistance Allowances for Down Payment on House or Mobile Home and/or Car or Cost to Repair a Currently Owned Car
WRS-20	Demand Area Staff - Report of Relocatee
WRS-21	Demand Area Staff - Relocation Check List

III. Worker Relocation Service - Office of Operations Coordinator

WRS-9	Applicant Interview Travel Expense Budget
WRS-11	Receipt for Disbursement of Interview
WRS-16	Cover Letter
WRS-17	Computation Sheet
WRS-ES-18	Statement of Total Relocation Costs or Amount of Partial Relocation Assistance Allowances to be Advanced
WRS-19	Relocation Assistance Allowance Disbursement Receipt
WRS-22	Employer Follow-up
WRS-23	Two Month Follow-up
WRS-24	Six Month Follow-up

IV. Administrative Forms to Support Routine Activities

WRS-25	Supply Area Staff and Demand Area Staff Local Placement
WRS-26	Supply Area Staff - Weekly Report
WRS-27	Demand Area Staff - Weekly Report

FORMS SEQUENCE

Chart 2

Stage	I PRE-RELOCATION FORMS							
Phase	PHASE I						PHASE II	PHASE III
Form Number	WRS 1	WRS 2 & 3	WRS-ES-4	WRS-ES-5	WRS-ES-6	WRS 7	WRS 8	WRS 9
Form Title	Applicant Interview Certification	Interview Screening; Reference Evaluations	Suitable Employment Certification	Request for & Determination of RAA	Request and Justification For Payment of Debt	Supply Area Staff Relocation Check List	Demand Area Job Order	Interview Travel & Expense Budget
Flow From	Supply Area Staff	Supply Area Staff	Supply Area Staff	Supply Area Staff	Supply Area & Admin. Staff	Supply Area Staff	Demand Staff	Operations Coord.
Flow To	Operations Coordinator	Operations Coordinator	Operations Coordinator	Operations Coordinator	Operations Coordinator	Operations Coordinator	Oper. Coord.	Paying Unit
To			Paying Unit	Paying Unit	Paying Unit			SAS &/or DAS

II RELOCATION FORMS

	PHASE IV			PHASE V		
WRS 10	WRS 11	WRS-ES-12	WRS-ES-13	WRS-ES-14	WRS-ES-15	WRS-16/17
Group Applicant Travel Expense	Receipt of Disbursement of Interview	Suitable Employment Certification	Request for Payment of RAA	Request for Storage and/or Movement of Household Goods or Furniture Rebuilding Grant in Lieu of Moving Household Goods	Request for Payment of RAA as Down P'ment on Car/ House/Mobile Home or Cost of Car Repair	Cover Letter & Computation Sheet
Supply Staff	Paying Unit	Demand Area Staff	Demand Area Staff	Demand Area Staff	Demand Area Staff	Oper. Coord.
Paying Unit	Demand Area Staff	Operations Coordinator	Operations Coordinator	Operations Coordinator	Operations Coordinator	Paying Unit
Op. Coord.	Oper. Coord.	Paying Unit	Paying Unit	Paying Unit	Paying Unit	

III POST RELOCATION

		PHASE VI		PHASE VII		Routine Administration Forms		
WRS-ES-18	WRS 19	WRS 20	WRS 21	WRS 22	WRS 23/24	WRS 25	WRS 26	WRS 27
Statement of RAA To Be Advanced	RAA Disbursement Receipt	Demand Area Staff Report of Relocatee	Demand Area Staff Relocation Check List	Employer Follow-Up	2 & 6 Month Follow-Up	Local Placement Record	Supply Area Staff Weekly Report	Demand Area Staff Weekly Report
Oper. Coord.	Paying Unit	Demand Area Staff	Demand Area Staff	Op. Coord	Op. Coord.	SAS DAS	SAS	DAS
Paying Unit	Demand Area Staff	Operations Coordinator	Supply Area Staff	DAS/SAS	SAS/DAS	Oper. Coord.	Oper. Coord.	Oper. Coord.
	Op. Coord.			Op. Coord	Op. Coord			

B - Detail of Supply Area Staff Responsibilities

1 - Considerations

Eligibility Requirements for Worker Relocation Service Applicants

Much Worker Relocation Service activity is devoted to ensuring that only eligible persons receive Relocation Assistance Allowances, particularly on the part of the supply area staff and operations control staff personnel.

2 - Supply Area Staff Activities Forms Sequence

Pre-relocation Activities Forms

a - Recruitment - Process WRS-1,2, and 3, to meet eligibility requirements of age, involuntary unemployment status, and willingness to relocate.

b - Availability of Local Employment - Process WRS-ES-4, or if a local job is found for applicant, process WRS-25.

c - Availability of Relocation Area Employment - Process WRS-8.

d - Coordinate with potential relocatee and payee, WRS-ES-6 if applicable, concerning:

- the maximum amount authorized for payment of a debt,

- the timing for payment of debt.

e - Pre-employment Interview Arrangements - Process WRS-10 or request for WRS-9 as applicable. Disburse interview travel and overnight accommodation checks as needed.

f - Relocation Assistance Allowance Requests - Forward WRS-1, 2, 3, WRS-ES-4, 5, 6, and WRS-7 to operations coordinator.

g - Returning Relocatees - Process WRS-23, or 24 Part III on any relocatee returning to the area per request of the operations coordinator.

h - Routine Activities:

- Submit Supply Area Staff Weekly Report (WRS-26) on an individual staff member basis, with time and attendance records, to the operations coordinator.

3 - Demand Area Activities Forms Sequence

.1 - Notification of supply area of available jobs - Document job orders on WRS-8, inform the operations coordinator and supply area of these jobs via telephone. Mail WRS-8 to the central office.

.2 - Acknowledgment of Receipt of Pre-relocation Allowances - Document on WRS-11.

.3 - When applicant is hired, execute the following forms for immediate mailing to the operations coordinator:

a - Suitable Employment Certification, WRS-ES-12,

b - Request for Payment of RAA, WRS-ES-13 (WRS-ES-13 "Amended," if applicable),

c - Request for Storage and/or Movement of Household Goods or Furniture Rebuilding Grant in Lieu of Moving Household Goods, as applicable to only the married relocatees, WRS-ES-14,

d - Request Payment of RAA as Down Payment on House or Mobile Home and/or Car, or Cost to Repair a Currently Owned Car, WRS-ES-15, if applicable.

.4 - Execute the Relocatee Two Month Follow-up Report (WRS-23) on each relocatee as requested by the central office.

.5 - Execute the Relocatee Six Month Follow-up Report (WRS-24) on each relocatee as requested by the central office.

.6 - Complete WRS-21. This form should be mailed with the first WRS-20, provided permanent housing has been secured. If not, maintain until that function has been performed and then mail the form to the operations coordinator.

.7 - Routine Activities

a - Prepare and submit Demand Area Staff Report (WRS-27) on a weekly and individual basis to operations control staff.

b - Prepare and submit Report(s) of Relocatee (WRS-20(s) documenting all problem areas, action taken and result of action. This report should be executed on a weekly basis until relocation is completed.

c - Document all local placement on WRS-25 and forward to the central office as applicable.

C - Forms Packet with Individual Forms Instructions

Worker Relocation Service

WRS Form 1

Applicant Interview Certification
(SAS)

A - Purpose and Use

This form will be used by the supply area staff to certify that the individual applicant is voluntarily enrolling to obtain assistance to relocate to an area offering employment. The supply area staff should explain all relocation assistance available to the applicant and spouse, prior to accomplishing the interview process and entering the applicant into the Worker Relocation Service.

Note: Certification should be read to the spouse to make sure that he or she fully understands his or her commitment to relocate. This form will not be accepted unless signed by the spouse in the presence of the supply area staff.

B - Preparation

WRS-1 will be prepared by the supply area staff in the original during the initial screening phase.

C - Disposition

The original of this form will be forwarded immediately to the central office where it will be filed in the applicant's record for future reference.

D - Facsimile

WORKER RELOCATION SERVICE

Date__________________19___

Part I: Applicant Interview Certification

I, ____, the undersigned,

do understand that this interview:

________________ 1. Is entirely voluntary on my part.

________________ 2. Will be kept strictly confidential.

________________ 3. Will have no effect on my worker's status regarding unemployment compensation.

________________ 4. Is for the purpose of providing Worker Relocation Service data needed to assist me in locating suitable employment in one of its "demand areas", whether located within the state or a neighboring state.

____
Applicant's Signature

Part II: Applicant Spouse Certification

I, ____, the undersigned,

certify that I am the applicant's spouse, and that the purpose, services and financial assistance offered by Worker Relocation Service have been explained to me. In the event my husband/wife accepts the job offered in one of the "demand areas" and provided suitable housing is available, I agree to relocate with him/her and further agree to relocate all members of my immediate family.

____
Spouse's Signature

____
Supply Area Staff

WRS - 1

Worker Relocation Service

WRS Form 2

Interview and Screening
(SAS)

A - Purpose and Use

This form will be completed by the supply area staff and will serve as a basis for estimations of funds and services to be required and provided to the individual.

B - Preparation

WRS-2 will be filled out in the original during the initial screening phase.

Note: Identifying information, i.e., name, social security account, address, sex, race and referral agency should be recorded on index cards and maintained in supply area local office for future reference.

C - Disposition

The original will be forwarded to the central office where it will be filed in the applicant's record for future reference.

D - Facsimile

WORKER RELOCATION SERVICE

Interview and Screening

Date ________________ 19___

TO: Operations Coordinator

FROM: ______________________ (name) ______________________ Supply Area ______ (city) ______ (state) ______ (zip)

PART I - PERSONAL

Name ________ (last) ________ (first) ________ (middle) SSA# ________________

Address ________ (number & street or rural route) ________ (city) ________ (state) ________ (zip)

Would you be willing to move to another area if a suitable job can be found?

☐ Yes ☐ No If yes, do you understand that your family must relocate with you within 30 days of the date you move unless there is good reason for delay and the delay is approved by the Worker Relocation Service? ☐ Yes ☐ No

Telephone ______________________ or number where applicant can be reached ______________

☐ Male
☐ Female

☐ White
☐ Negro
☐ Other

☐ Single
☐ Married
☐ Married/Common Law

☐ Divorced
☐ Widow/Widower
☐ Other

Age ______ Date of Birth ________ (month) (day) (year) Height ____'____" Weight _____

Handicapped: ☐ Yes ☐ No Affected Area ______________________

Draft Status ____________________

Spouse's Name ______________________ SSA# ________________

Age _____ Date of Birth ________ (month) (day) (year) Pregnant ☐ Yes ☐ No

Give number and type of dependents (those you claim on your income tax form):
Indicate the category:

☐ Children (______) number ☐ Parents/In-Laws (______) number

☐ Grandparents (______) number

☐ Other (______) number ______________________ (give relationship)

TOTAL DEPENDENTS (______) number Number attending school (______) number

WRS-2

continued: Part I - Personal

Give name, address and telephone number of two (2) friends or relatives through whom you can be reached:

____________________ ____________________ ____________

____________________ ____________________ ____________

(name) (address) (phone)

PART II - EDUCATION/TRAINING *

1. Highest grade (or year) of school completed. ________________

   Degrees________________________________

   Major________________________________

   Date____________________
   (month) (year)

2. Can you read? ☐ Yes ☐ No Can you write? ☐ Yes ☐ No

3. Did you receive vocational or technical training in high school? ☐ Yes ☐ No

   Type of Training____________________Number of hours__________

4. Have you received additional vocational training? (fill in as applicable)

   A. ☐ Adult Education. Number of hours________. ☐ CEP/O&A, ☐ CEP,
   ☐ State ☐ OEO Migrant Farm, ☐ OEO Community Action Agency, ☐ Other,______

   B. ☐ Apprenticeship. Type____________. Number of hours__________.
   Agency______________________________

   C. ☐ Vocational or Trade School. Name of School: ☐ CEP/MDTA, ☐ MDTA,
   ☐ CEP/State, ☐ Job Corps, ☐ OEO Migrant Farm, ☐ Other, ____________
   Type(s)____________________Number of Hours__________

   D. ☐ On-the-Job Training. Where__________________________
   Type____________________Number of Hours__________

   E. ☐ Correspondence Courses. Names________________________
   ________________________Total Hours__________

   F. ☐ Business or Secretarial. Courses(s)____________________
   ________________________Total Hours__________
   School Name____________________________

* "Cross-check" this section with instructor to determine correctness of input.

continued: Part II - Education/Training

G. ☐ Military Job Training. Course(s)________________________________

________________________________Total Hours______________

H. ☐ Other (Specify)________________________________

____

5. Did you complete prescribed courses offered above? ☐ Yes ☐ No. (Indicate by letter(s) Yes__________No__________. If no, give reasons__________

____

6. Have you ever received assistance from any program to relocate to a job? ☐ Yes ☐ No. If yes, what program and when?________________________________

7. During the past 52 weeks, how many weeks have you been: In Training______________ Not in Labor Force______________, Employed______________, Unemployed__________

8. Are you presently working? ☐ Yes ☐ No. If yes, how many hours per week?______ If no, have you registered with the state employment service? ☐ Yes ☐ No If yes, how many times in the past 12 months?__________

9. If presently employed, is your job permanent? ☐ Yes ☐ No. If no, are you ☐ self employed? ☐ temporarily employed? ☐ part-time employed? Your total wage last year $_______. Family's total wages last year $_______.

10. Are any of your dependents now working? ☐ Yes ☐ No

11. Are you a farm worker in a farm family? ☐ Yes ☐ No

12. Have you been looking for work at any time since your last job? ☐ Yes ☐ No If yes, how many weeks?_____. What kind of work did you seek?_______ If no, which of the following best describes why?

☐ Attending School

☐ In Training

☐ On Layoff, awaiting recall

☐ Waiting to report to new job

☐ Other (explain)________________________________

☐ Waiting to become self employed

☐ Illness

☐ Retired

☐ Keeping House

continued: Part II - Education/Training

13. Which of the following do you have?

☐ Driver's license
☐ Commercial license
☐ Car: model and year____________
Condition: ☐Poor ☐Fair ☐Good
☐ Truck: size and year_____________
Condition: ☐Poor ☐Fair ☐Good
☐ Trade Tools
☐ Trade License

14. Do you belong to a labor union? ☐Yes ☐No

15. When can you accept a new job? ☐ Immediately ☐ When?___________ ___________

16. Are you currently receiving: Unemployment Compensation (Including Railroad U.I.)?
☐ Yes ☐ No If yes, amount $_________. Welfare or other public assistance?
☐ Yes ☐ No If yes, amount $ _________.

17. Previous Employers:

Name and address of last (present) employer:______________________________

____

Employed from:____________________ To:____________________
(month) (year) (month) (year)
Job Title____
Hourly Rate of Pay $_______________. Number of hours worked per week__________
Reasons for Leaving____
Describe exactly job performed________________________________
Name and address of other employer:___________________________

____

Employed from:____________________ To:____________________
(month) (year) (month) (year)
Job Title____
Hourly Rate of Pay $_______________. Number of hours worked per week__________
Reasons for Leaving____
Describe exactly job performed________________________________

18. Will these employers give you a reference? ☐ Yes ☐ No

PART IV - PERSONAL HISTORY

Financial and Family Consideration

19. Do you have any bank account, government bonds, savings, life insurance, equity, or reserve funds in any other form? ☐ Yes ☐ No. If yes, how much do you have in reserve funds?

☐ Under $500 ☐ Over $500 ☐ Over $1,000 ☐ Over $1,500 ☐ Over $2,000

20. Do you have any of the following obligations and, if so, how large are they:

	Monthly Payment	Total Balance
Mortgage on Home		
Automobile Loan		
Furniture Loans		
Other Personal Property		
Signature Notes Outstanding		
TOTAL DEBTS		

What arrangements will or can be made with creditors in case you move to a new job area? ____________________

21. Do you have a police record? ☐ Yes ☐ No. If yes, what is the nature of the record? ____________________

22. Are you on probation or parole? ☐ Yes ☐ No

23. What would be the lowest starting pay rate acceptable per hour? $____________

PART V - COUNSELING INFORMATION

24. Have you checked any of the potential relocatee's references? ☐ Yes ☐ No (Attach Reference Evaluation WRS-3)

25. Does the relocatee have problems in any of these five areas:

☐ Housing, ☐ Financial, ☐ Personal Adjustment, ☐ Employment Adjustment

☐ No Problems. Please explain the problem(s) and the steps being taken to solve the problem.

____

____

____

____

26. Type of supportive services needed.

☐ Medical ☐ Dental ☐ Legal ☐ Food Stamps

☐ Welfare ☐ Schools ☐ Day Care ☐ Education and/or Training

☐ Church ☐ Other (specify)____________________

27. In your judgment, is applicant eligible for relocation assistance allowances?

☐ Yes ☐ No ☐ Uncertain. If uncertain, explain____________________

28. In your opinion would relocation assistance for a job in another area appear to be a realistic course of action for this applicant? ☐ Yes ☐ No

29. How did you come in contact with this applicant? ☐ Door-to-Door ☐ Referral by Friend ☐ Referral by Community Leaders ☐ Referral by other agencies

If referred by agency, which agency?____________________

30. Date of contact with family: Husband____________________

Wife____________________

31. Length of time spent in interviewing prospective relocatee: __________minutes.

____

Supply Area Staff

Worker Relocation Service

WRS Form 3

Reference Evaluations
(SAS)

A - Purpose and Use

This form will be used by the supply area staff to obtain additional information on the character and work habits of the relocatee, and must be included in the WRS-2 for it to be complete. Additionally, this form assists the supply area staff in completing Part V of WRS-2.

B - Preparation

WRS-3 will be prepared in the original at the time of the interview with the reference(s). Prepare one for each reference given, making sure that at least one reference comes from an instructor, provided the enrollee comes from an on-going training program.

C - Disposition

Original(s) will be forwarded to the central office where it will be maintained in the applicant's permanent file.

D - Facsimile

WORKER RELOCATION SERVICE

Reference Evaluation

(confidential)

Applicant's Name ____________________

Address ____________________

Name of Reference ____________________

Address ____________________

Type of Reference (Personal, Education/Training or Employment) ____________________

1. How long have you known this individual? ____________________

2. Is individual mature for his age? ☐ Mature ☐ Average ☐ Immature

3. Is individual's work/training record good? ☐ Yes ☐ No Comment: ____________________

____

____

4. What is individual's work attitude?

   ☐ Very Good ☐ Good ☐ Average ☐ Fair ☐ Poor

5. What is individual's mental ability?

   ☐ Very Good ☐ Good ☐ Average ☐ Fair ☐ Poor

6. What is individual's physical ability?

   ☐ Very Good ☐ Good ☐ Average ☐ Fair ☐ Poor

7. In your opinion, does individual have any of the following needs?

   ☐ Financial
   ☐ Psychological Counseling
   ☐ Educational Services
   ☐ Health Counseling
   ☐ Medical Services
   ☐ Training Services
   ☐ Personal Counseling
   ☐ Legal Services
   ☐ Other ____________ (specify)

8. Finally, what is your overall opinion of this individual's potential?

   ☐ Very Good ☐ Good ☐ Average ☐ Fair ☐ Poor

____________________ Date

____________________ Supply Area Staff

Worker Relocation Service

WRS-ES-Form 4

Suitable Employment Certification
(SAS)

A - Purpose and Use

This form will be used by the supply area staff to determine and certify that a worker may not reasonably be expected to secure full-time employment within commuting distance of his regular place of residence without relocation.

B - Preparation

WRS-ES-Form 4 will be prepared in the original at the time of initial screening.

C - Disposition

Original will be forwarded to the central office where it will be used with first request for Relocation Assistance Allowance issuance. Copy will be made and retained for relocatee's permanent record.

D - Facsimile

WORKER RELOCATION SERVICE

Suitable Employment Certification

A. IDENTIFYING INFORMATION

Name of Applicant ______________________ SSA No. __________

Address ______________________________________
(Supply Area Address)

B. CERTIFICATION WITH RESPECT TO AVAILABILITY OF SUITABLE FULL TIME EMPLOYMENT IN RESIDENT STATE FOR APPLICANT DESIRING TO RELOCATE.

This is to certify that the above named individual may not be expected to secure full-time suitable employment within commuting distance of his regular place of residence without relocation to another area.

______________	______________________
Date	Supply Area Staff
	______________________
	Local Office

Worker Relocation Service

WRS-ES-Form 5

Request and Determination
(SAS)

A - Purpose and Use

This form should be used by the applicant to request relocation assistance allowances and by the operations coordinator and paying unit to record its determination with respect to entitlement.

B - Preparation

WRS-ES-5 will be prepared in the original at the time of initial screening.

C - Disposition

Original will be forwarded to the central office where it will be used with the first request for relocation assistance allowances issuance. Copy will be made and retained for relocatee's permanent folder.

D - Facsimile

WORKER RELOCATION SERVICE

Request and Determination

Applicant's Name ______________________ SSA# ______________

Local Office ______________________________________

A. Request by Applicant

1. I am an involuntarily unemployed person and request a determination of entitlement to relocation assistance allowances.
   I wish to relocate from ______________________________
   Supply Area Address
2. I wish to relocate the following members of my family (if any).

Name	Relationship	Age	Address (if different)

3. I wish to relocate my household goods. ☐ Yes ☐ No
4. I wish to request a furniture rebuilding grant. ☐ Yes ☐ No

B. Certification by Applicant

1. My last employment which was not of a temporary nature was with (name of employer, address and date of separation) ______________________________
   ____
   The reason for separation from this employer is ______________________

I certify that the information contained in Parts A and B is correct to the best of my knowledge. I understand that all relocation assistance allowances are paid from funds provided for by the United States Government, and that penalties of fines and imprisonment are imposed for knowingly giving false information, or withholding information to obtain such allowances.

______________________ Applicant's Signature ____________ Date

C. Determination by Supply Area Staff

1. Is applicant involuntarily unemployed? ☐ Yes ☐ No
2. Is suitable employment available without relocation? ☐ Yes ☐ No
3. Is applicant entitled to relocation assistance allowances? ☐ Yes ☐ No

____________ Date ______________________ Supply Area Staff ____________ Local Office

WRS-ES-5

Worker Relocation Service

WRS-ES-6

Request and Justification for Payment of Debt
(SAS)

A - Purpose and Use

This form should be completed and certified by applicant, payee and supply area staff and submitted to operations coordinator for documentation and approval for payment of debt.

B - Preparation

WRS-ES-6 will be prepared in the original at the time of initial screening if applicable.

C - Disposition

WRS-ES-6 will be forwarded to the central office for approval and payment. A copy will be made and retained in the relocatee's permanent file for future reference.

D - Facsimile

WORKER RELOCATION SERVICE

Request and Justification for Payment of Debt

Applicant: ______________________________

Payee: ______________________________

Address: ______________________________
Street City State Zip

1. Purpose of Debt ______________________________

2. Amount of Payee Loan $ ______________

Certification by Payee:

I certify that the above information is true and just in all respects and that payment for said amount has not been received. I understand that upon completion of relocation, the above loan will be paid (an amount not to exceed $300.00) from funds provided by the United States Government and that penalties of fines and imprisonment are imposed for knowingly giving false information or withholding information to obtain payment for said loan.

Date	Payee

Certification by Applicant:

I certify that the information above is true and just in all respects and that payment has not been rendered for said amount. This is a legal and binding obligation, which if not honored, will preclude relocation to another area for employment. I understand that upon completion of relocation the above loan will be paid (an amount not to exceed $300.00) from funds provided by the United States Government and that penalties of fines and imprisonment are imposed for knowingly giving false information or withholding information to obtain payment for said debt.

Date	Applicant

Certification by Worker Relocation Service Employee:

I certify to the existence of above debt and that relocation to another area for employment depends on agreement to satisfy said debt.

Date	Supply Area Staff
Date	Operations Coordinator

WRS-ES-6

Worker Relocation Service

WRS Form 7

Supply Area Staff - Relocation Checklist
(SAS)

A - Purpose and Use

This form will be used by the supply area staff to provide an up-to-date report of the progress of the relocatee in the relocation service.

B - Preparation

WRS-7 will be prepared in the original at the time of initial screening.

C - Disposition

This form will be forwarded to the operations coordinator where it will be filed in the applicant's record for future reference.

D - Facsimile

WORKER RELOCATION SERVICE

Supply Area Staff Relocation Check List

Relocatee's Name__________________________________ SSA No.____________
(Last) (First) (Middle)

Supply Area Address______________________________________
Rural Route or Street No. City State Zip

COMPLETING FORM(s)		DATE COMPLETED
________	1. Recruitment of Potential relocatee	________
WRS-1-2-3	2. Execution of interview and screening forms	________
WRS-ES-4	3. Verification of lack of local employment	________
WRS-26	4. Determination for local placement	________
WRS-ES-5	5. Determination of RAA entitlement	________
WRS-ES-6	6. Justification for debt payment	________
________	7. Certification of existing job in demand area	________
________	8. Pre-relocation counseling	________
	_____ (a) Job interview travel assistance	
	_____ (b) Physical examinations	
	_____ (c) RAA for single relocatee	
	_____ (d) RAA for married relocatee	
	_____ (e) Staff assistance available	
________	9. Arrangement for travel and meals related to job interview	________

____
Supply Area Staff

____
Date

WRS-7

Worker Relocation Service

WRS Form 10

Group Applicant Travel Expense
(SAS)

A - Purpose and Use

This form should be completed by the supply area staff and submitted to the administrative bookkeeper as documentation and a request for automobile expense mileage involved when enrollees are provided transportation by the supply area staff for the purpose of employment interview.

B - Preparation

WRS-10 will be prepared in the original and one copy prior to the arrangement for the interview trip.

C - Disposition

The original of this form will be forwarded to the administrative bookkeeper for payment. A copy is to be retained by the supply area staff member for his personal income tax record. After the bookkeeper issues a payment check, a copy of the original is forwarded to the operations coordinator to provide information to determine the travel expense for each individual involved and for inclusion in the Group Applicant Expense Book.

D - Facsimile

WORKER RELOCATION SERVICE

Group Applicant Travel Expense

Date ______________ 19____

TO: Operations Coordinator

FROM: ______________________, Supply Area Staff

1. The following applicants traveled by automobile on ______________ for interview by: ____

   a. ______________________

   b. ______________________

   c. ______________________

   d. ______________________

2. Accepted for employment are:

   a. ______________________

   b. ______________________

   c. ______________________

   d. ______________________

3. Travel Costs Were As Follows:

   From ______________________ To ______________________

   Return to ______________________ Total Miles _____ @ 10¢/mile $________

   Lunches for _____ applicants @ $1.50 each $________

   TOTAL $________

4. Subject to any differences determined by verification, I certify that the amount claimed above for travel expense for the trip indicated in true and just in all respects, and that payment for any part thereof has not been received. I further certify that the automobile used to perform this travel is covered by liability insurance as required by the state in which the vehicle is licensed for operation.

____
Supply Area Staff

APPROVED: ______________________________
Operations Coordinator

Worker Relocation Service

WRS Form 8

Job Order
(DAS)

A - Purpose and Use

This form will be completed by the demand area staff for each job order obtained to establish the existence of a job opening and to support the request for interview travel expenses.

B - Preparation

WRS-8 will be prepared in the original and one copy during initial screening phase.

C - Disposition

The original of this form will be mailed immediately to the central office to substantiate interview travel expenses. The copy is to be retained by the demand area staff for their reference and records.

Note: In the event of an unusual quantity of workers or skill required to fill the job order, the central office should make duplicate copies of the job order and send to all supply area staff.

D - Facsimile

WORKER RELOCATION SERVICE

Job Order

Date________________19___

1. Identifying Information

    a. Employer's Name or Name of Company____________________________________

    b. Employer's Address______________________________Telephone No.____________

2. Description of Job

    (Attach either ES-214 form or Job Bank Listing and Line Number. Either completely describes job order obtained.)

WRS-8

Worker Relocation Service

WRS-ES Form 12

Suitable Employment Certification
(DAS)

A - Purpose and Use

WRS-ES-12 will be used by the demand area staff to secure the employer's certification that the worker has obtained suitable full-time employment affording a reasonable expectation of long-term duration in the area in which he wishes to relocate.

B - Preparation

WRS-ES-12 will be prepared in the original.

C - Disposition

Original will be forwarded to the central office where it will be used with the first request for relocation assistance allowance issuance. Copy will be made and retained for relocatee's permanent folder.

D - Facsimile

WORKER RELOCATION SERVICE

Suitable Employment Certification

C. IDENTIFYING INFORMATION

Name of Applicant ______________________________ SSA NO. ______________

Address ____
(Present Address)

D. CERTIFICATION THAT A WORKER HAS A BONA FIDE OFFER OF, OR OBTAINED, SUITABLE EMPLOYMENT IN ANOTHER AREA

This is to certify that the above named individual has obtained suitable full-time employment, or a bona fide offer of suitable full-time employment, as shown below affording a reasonable expectation of long-term duration in

____
(State)

Name of Employing Firm		Name of Hiring Official
Address		Title of Hiring Official
Telephone Number		Date
Occupational Title	(Date to Begin Work)	(Approximate monthly salary or wages)
JOBS-NAB/OJT		(Demand Area Staff)
(Date)		(Local Office)

WRS-ES-12

Worker Relocation Service

WRS-ES Form 13

Request for Payment of Relocation Assistance Allowances (DAS)

A - Purpose and Use

Request for payment of relocation assistance allowance will be filed on WRS-ES-13 when the applicant has established a definite date and mode of transportation for moving himself and his family.

When a definite date and mode of transportation for the applicant's family cannot be established at the time WRS-ES-13 is to be completed, only those items concerning the transportation and temporary housing need to be completed. In this case, the applicant will submit an "amended" WRS-ES-13 when arrangements are completed to relocate his family.

B - Preparation

WRS-ES-13 and WRS-ES-13 "amended" will be prepared in the original. Instructions are given below for only those items which are not self-explanatory.

(1) Part C, Transportation for you and your family

Item 1. The applicant's family, if any, must relocate within 30 days from date the applicant began work in the new job area unless there are extenuating circumstances making it necessary to extend this period. The operations coordinator may extend this period for such reasons as unable to locate suitable housing, family illness, children in school, etc.

C - Disposition

The original of each WRS-ES-13 and WRS-ES-13 "amended" will be forwarded to the central office. Original of the WRS-ES-13 will be forwarded to the paying unit with the first request for relocation assistance allowance issuance. Copy will be made and retained for relocatee's permanent record. The original of the WRS-ES-13 "amended" (if applicable) will be forwarded to the paying unit to support family relocation. Copy will be made and retained for relocatee's permanent record.

D - Facsimile

WORKER RELOCATION SERVICE

Request for Payment of Relocation Assistance Allowances

A. Identifying Information

1. Applicant's Name ______________________ SSA# __________
2. Address prior to relocation ______________________
3. Address after relocation (if known) ______________________

B. Suitable Employment Certification

1. I have obtained suitable employment or a bona fide offer of suitable employment with:

____
(Names and Address of New Employer)

2. I will begin work as a ______________________ with the above employer on or about ______________ (Date) at ______________ (Approximate Salary).

C. Transportation for You and Your Family

1. Date on which you plan to move ________. Date your family expects to move ________. If date your family expects to move is more than 30 days later than you applied for allowances, give reason: ____________.
2. Specify type of transportation to be used by you ______________
3. Specify type of transportation your family will use ______________

D. Applicant's Certification

I certify that the information supplied by me on this form is true to the best of my knowledge and belief. My unemployment status and reemployment status have not changed since the date I requested a determination for relocation assistance allowances. I understand that all such allowances are paid from funds provided for by the United States Government and that penalties of fines and imprisonment are imposed for knowingly giving false information or withholding information to obtain such allowances.

______________________ ________
(Applicant's Signature) (Date)

______________ ______________________ ______________________
(Date) (Demand Area Staff) (Local Office)

Worker Relocation Service

WRS-ES Form 14

Request for Moving and/or Storage of Household Goods or Furniture Rebuilding Grant in Lieu of Moving Household Goods

(DAS)

A - Purpose and Use

This form will be used to request storage and/or movement of household goods or a furniture rebuilding grant in lieu of moving household goods.

Determination of the furniture rebuilding grant, when applicable, will be based on the same actual cost for transporting his household goods from his place of abode to the area of relocation.

B - Preparation

This form will be prepared in the original but only when the relocatee has secured permanent housing and has established a definite date and mode of transportation for moving himself and his family.

C - Disposition

The original of this form will be forwarded to the central office attached to the WRS-ES-13 or WRS-ES-13 "amended," whichever supports his family's relocation. The original will be forwarded to the paying unit to support movement and/or storage of furniture or a furniture rebuilding grant. Copy will be made and retained for relocatee's permanent record.

D - Facsimile

WORKER RELOCATION SERVICE

WRS-ES-14

Request for Moving and/or Storage of Household Goods or Furniture Rebuilding Grant in Lieu of Moving Household Goods

(DAS)

A. Identifying Information

1. Applicant's Name ______________________ SSA# __________
2. Address prior to relocation ______________________
3. Permanent Address after relocation ______________________

B. Temporary Storage and/or Transportation of Household Goods or Request for Furniture Rebuilding Grant in Lieu of Moving Household Goods

1. Do you wish to move your household goods to your new residence? ☐ Yes ☐ No
   - (a) If yes, will you require temporary storage of your household goods? ☐ Yes ☐ No

     If yes, specify point of storage ______________________
     and the number of days storage required ______________________

     If no, specify method of transportation of household goods __________
     Date of expected move of household goods ______________________
   - (b) If no, do you wish to request a furniture rebuilding grant in lieu of moving household goods? ☐ Yes ☐ No

C. Applicant's Certification

I certify that the information contained in Part A is true and that the information supplied by me in Part B reflects my priority to effect the success of my relocation. I understand that all such allowances are paid from funds provided for by the United States Government and that penalties of fines and imprisonment are imposed for knowingly giving false information or withholding information to obtain such allowance.

______________________ __________
(Relocatee's Signature) (Date)

__________ ______________________ ______________________
(Date) (Demand Area Staff) (Local Office)

__________ ______________________
(Date) (Operations Coordinator)

Worker Relocation Service

WRS-ES Form 15

Request Payment of Relocation Assistance Allowance for Down Payment on House or Mobile Home and/or Car or Cost to Repair a Currently Owned Car

(DAS)

A - Purpose and Use

Part I. This portion of the form will be used to request payment of relocation assistance allowance for down payment on house or mobile home.

Part II. This portion of the form will be used to request payment of relocation assistance allowance for down payment on car or to repair a currently owned car.

B - Preparation

This form will be prepared in the original by the demand area staff. Payment of RAA for purchase(s) will be based on certification of need and memorandum from selling agent attesting to minimum down payment required. Payment of RAA for car repair will be based on certification and receipt from company rendering the service.

C - Disposition

WRS-ES-15 will be forwarded to the central office for approval and payment, if appropriate. If approved, the original will be forwarded to the paying unit for payment of required relocation assistance allowance, and a copy will be made and retained for relocatee's permanent record.

D - Facsimile

WORKER RELOCATION SERVICE

WRS-ES-15

Request Payment of Relocation Assistance Allowance for Down Payment on House or Mobile Home and/or Car or Cost to Repair a Currently Owned Car

Part I.

Request Payment of RAA for Down Payment on House or Mobile Home.

I, ____
name

______________________________________ SSA# ______________
address

request relocation assistance allowance in the amount of $ ______________ (but not to exceed $500) for the purpose of assisting me to purchase a (_) home (_) mobile home so located at ______________________________
new address

Note: Attach memorandum from selling agent attesting to minimum down payment required for purchase of house or mobile home.

I certify that suitable housing, public or private is not otherwise available for this relocatee and his family, that other sources of funds are exhausted, and that use of the allowance to which this relocatee is eligible is insufficient to satisfy above request.

______________ DATE

______________________ DEMAND AREA STAFF

I understand that all such allowances are paid from funds provided for by the United States Government and that penalties of fines and imprisonment are imposed for knowingly giving false information to obtain such allowances.

______________ DATE

______________________ RELOCATEE'S SIGNATURE

______________ DATE

______________________ DEMAND AREA STAFF

______________ DATE

Approved by: ______________________ OPERATIONS COORDINATOR

Request Payment of Relocation Assistance Allowance for Down Payment on House or Mobile Home and/or Car or Cost to Repair a Currently Owned Car

Part II.

Request Payment of RAA for Down Payment on Car or Cost to Repair Car.

I, ____
name

______________________________ SSA# ______________
address

request relocation assistance allowance in the amount of $ ______________
(but not to exceed $200) for the purpose of:

a - ( ) Assisting me to purchase a car,
b - ( ) Assisting me to repair the car I currently own.

Note: a - Attach memorandum from selling agent attesting to minimum down payment required for purchase of car.
b - Attach receipt for actual cost of repair.

This is to certify that:

( ) public transportation is not available,
( ) other means for obtaining transportation are not available or,
( ) the relocatee's personal transportation is not dependable,

and that use of the allowance to which this relocatee is eligible is insufficient to satisfy above request.

______________ DATE ______________ DEMAND AREA STAFF

I understand that all such allowances are paid from funds provided for by the United States Government and that penalties of fines and imprisonment are imposed for knowingly giving false information to obtain such allowance.

______________ DATE ______________ RELOCATEE'S SIGNATURE

______________ DATE ______________ DEMAND AREA STAFF

______________ DATE Approved by: ______________ OPERATIONS COORDINATOR

BEST COPY AVAILABLE

Worker Relocation Service

WRS Form 20

Report of Relocatee (DAS)

A - Purpose and Use

This form is to be prepared by the demand area staff. The DAS should indicate on the form the relocatee's current status, counseling activities, and results of all participants.

B - Preparation

This form will be prepared as needed in the original and one copy. All problems and their disposition must be adequately indicated on the form. If additional space is needed, the back of the form may be used.

C - Disposition

The original will be forwarded to the central office at the end of the work week where it will be filed in the relocatee's permanent file. The copy will be retained by the demand area staff for their file.

D - Facsimile

WORKER RELOCATION SERVICE

Report of Relocatee

Date__________19____

TO: Operations Coordinator

FROM: ______________________, Demand Area

1. Relocatee's Name____

Current Address____
(No. & Street or Rural Route) (City & State) (Zip Code)

2. _____Still Working for Original Employer

_____Changed Employment to____

_____New Hourly Rate of Pay $_______

3. Counseling Activities

Does the relocatee have problems in any of these five areas:

☐ Housing ☐ Employment Adjustment

☐ Financial ☐ Social Adjustment

☐ Personal Adjustment ☐ No Problems

Please explain the problem(s) and the steps being taken to solve the problem.

____

____

____

____

____

____

____

4. Total amount of interview time_________________________

____
Demand Area Staff

WRS 20

Worker Relocation Service

WRS Form 21

Demand Area Staff Relocation Check List
(DAS)

A - Purpose and Use

This form will be used by the demand area staff to provide an up-to-date report of the progress of the relocatee in the relocation service.

B - Preparation

WRS-21 will be prepared in the original as the pertinent information is performed. The basic information should be completed at the time of the initial screening.

C - Disposition

This form will be completed by the demand area staff as the functions are performed. Upon completion the form should be mailed to the central office where it will be filed in the relocatee's permanent file.

D - Facsimile

WORKER RELOCATION SERVICE

Relocation Check List

Demand Area Staff

Relocatee's Name____ SSA No.__________
(Last) (First) (Middle)

Demand Area Address____
(Street Number) (City) (State) (Zip)

Employing Firm
and Address____
(Firm's Name) (City) (State)

COMPLETING FORM		FUNCTION	DATE COMPLETED
WRS-8	1.	Submittal of Job Order	
	2.	Job Interview	
WRS-ES-12	3.	Acceptance of Job Offer	
	4.	Arrangements for Temporary Housing	
WRS-ES-13	5.	Request for Payment of RAA	
WRS-ES-15	6.	Request payment of RAA for down payment on house or mobile home and/or car or car repair	
WRS-ES-14	7.	Arrangements for Permanent Housing	
WRS-ES-14	8.	Relocation of Family and Household Goods	
WRS-19	9.	Disbursement of Appropriate RAA	
WRS-20	10.	Post-Relocation Counseling	

______ (a) Financial

______ (b) Personal

______ (c) Medical Facilities

______ (d) Educational Facilities

______ (e) Other (specify)__________________

____
Demand Area Staff Date

WRS-21

Worker Relocation Service

WRS Form 9

Applicant Interview Travel Expense Budget
(Operations Coordinator)

A - Purpose and Use

This form will be completed by the operations coordinator upon receipt of a job order and confirmation of an applicant who desires to be interviewed for the job to obtain the interview expense funds.

B - Preparation

WRS-9 will be prepared in the original and one copy upon the receipt of a job order and confirmation of an applicant's desire for a job interview.

C - Disposition

The original of this form will be forwarded immediately to the administrative bookkeeper to authorize release of travel expense funds, and the copy is to be retained in the central office where it will be filed in the Interview Travel Expense Book maintained by the administrative coordinator.

D - Facsimile

WORKER RELOCATION SERVICE

Applicant Interview Travel Expense Budget Date: ______19____

Forms Received: WRS-1______, WRS-2_____, WRS-3_____, WRS-ES-4_____
WRS-ES-5_____, WRS-ES-6______

TO: Administrative Fiscal Department

FROM: Operations Coordinator

IDENTIFYING INFORMATION:

Applicant's Name ____________________

Applicant's Address ____________________

Company to Visit ____________________

Company's Address ____________________

EXPENSE VOUCHER:

Transportation via __________ Date(s) ______ to ______ Costs $ ______

Overnight expense for ________ day (s) @ ________ Costs $ ______

Total Costs $ ______

DISTRIBUTION OF EXPENSE:

_____ Check #1 to ____________________, Supply Area Staff

Address ____________________

1. Transportation expense one-way from ____________ to __________ Costs $ ______

2. One-half of first night's expense Costs $ ______

_____ Checks #2, #3, #4 to ____________________ Demand Area Staff

Address ____________________

#2 = one-half overnight expense Costs $ ______

#3 = _____ night(s) overnight expense Costs $ ______

#4 = transportation expense one-way from ____________ to __________ Costs $ ______

APPROVED: ____________________, Operations Coordinator TOTAL $ ______

WRS-9

Worker Relocation Service

WRS Form 11

Receipt for Disbursement of Interview
(SAS/DAS)

A - Purpose and Use

This form will be used to acknowledge receipt of interview checks by the applicant.

B - Preparation

WRS-11 will be prepared in the original upon request for interview checks.

C - Disposition

This form will originate with the administrative bookkeeper who will forward the form along with the checks to the appropriate staff member. The receipt will be completed by the applicant at the time the check is received. The staff member will then sign and forward the receipt to the central office for inclusion in the permanent file of the applicant.

D - Facsimile

WORKER RELOCATION SERVICE

Receipt for Disbursement of Interview

Applicant's Name ____________________ Date ____________

Interview # 1 ____________________ Applicant's Signature ____________ Date Received

Interview # 2 ____________________ Applicant's Signature ____________ Date Received

Interview # 3 ____________________ Applicant's Signature ____________ Date Received

Interview # 4 ____________________ Applicant's Signature ____________ Date Received

Date ____________________ Signature of SAS/DAS ____________________

WRS-11

Worker Relocation Service

WRS Form 16

Cover Letter
(Operations Coordinator)

A - Purpose and Use

WRS Form 16 will be used by the operations coordinator to request each issuance of RAA authorized for relocatee.

B - Preparation

WRS Form 16 will be prepared in the original by the operations coordinator based on information contained in the WRS-ES-4, WRS-ES-5, WRS-ES-6, WRS-ES-12, WRS-ES-13, WRS-ES-13 "amended," WRS-ES-14, WRS-ES-15, and WRS-ES-18 as appropriate. Separate or combined computations will indicate as appropriate. A final WRS-16 will be prepared upon completion of RAA to indicate final accounting.

C - Disposition

An original of WRS-16 will accompany each separate or combined request for RAA issuance and will be forwarded to the paying unit. A copy will be made and retained in the relocatee's permanent file.

D - Facsimile

WORKER RELOCATION SERVICE

Cover Letter
(Operations Coordinator)

TO: Paying Unit

FROM: Operations Coordinator, Worker Relocation Service

SUBJECT: Request for Relocation Assistance Allowance

Relocatee's Name______________________________SSA No.________________________

c/o WRS Employee____

The enclosed documents authorize:

1. ______ Establishment of relocatee RAA file. (Forms WRS-ES-4, WRS-ES-5, WRS-ES-6, WRS-ES-12, WRS-ES-13, WRS-ES-13 "amended", WRS-ES-14, WRS-ES-15, and WRS-ES-18 are approved in support of this relocation as appropriate.)
2. ______ Issuance of partial RAA as indicated.
3. ______ Revision of Form WRS-ES-13.
4. ______ Final accounting of RAA expenditures.

____
DATE

____
OPERATIONS COORDINATOR

WRS-16

Worker Relocation Service

WRS Form 17

Computation Sheet
(Operations Coordinator)

A - Purpose and Use

WRS Form 17 will be used by the operations coordinator to compute and document actual payments of separate maintenance and/or lump-sum allowance authorized for a relocatee.

B - Preparation

WRS Form 17 will be prepared in the original by the operations coordinator based on an amount equal to the national average weekly manufacturing wage in effect at the time payments are requested.

C - Disposition

The original WRS Form 17 will be forwarded to the paying unit along with the first request for RAA only. A copy will be made and retained for the relocatee's permanent file.

D - Facsimile

WORKER RELOCATION SERVICE

Computation Sheet Date:__________19______

RELOCATEE'S Name____SSA No.______________

Computation of Separate Maintenance for Married Workers Only

Approved for issuance to this worker at $ _______per week for 4 weeks $_______

Computation of Lump-Sum Allowance for Married and Single Workers

Single _____Approved for issuance to this worker in _____check(s). If more than one (1) check, specify amount for each.
____ $_______

Married _____Approved for issuance to this worker in _____check(s). If more than one (1) check, specify amount for each.
____ $_______

____
Operations Coordinator

WRS-17

Worker Relocation Service

WRS-ES Form 18

Statement of Total Relocation Costs or Amount of Partial Relocation Assistance Allowances to be Advanced
(Operations Coordinator)

A - Purpose and Use

Form WRS-ES-18 should be used by the operations coordinator and paying unit to document either part or total authorized relocation assistance allowance.

B - Preparation

Form WRS-ES-18 will be prepared in the original by the operations coordinator based on information contained in the WRS-2, WRS-ES-13 (or WRS-ES-13 "amended"). Separate or combined computations will be made for items listed in Part B. A final WRS-ES-18 will be prepared upon completion of all relocation assistance allowance issuances.

C - Disposition

The original of each separate or combined request for relocation assistance allowance issuance listed on the WRS-ES-18 will be forwarded to the paying unit. (The first such request to be forwarded for opening the relocation assistance allowance account). A copy will be made and retained for the relocatee's permanent file. The original of the final WRS-ES-18 which shall present a statement of total authorized relocation costs, will be forwarded to the paying unit upon completion of applicant relocation. A copy will be made and retained for the relocatee permanent file.

D - Facsimile

WORKER RELOCATION SERVICE

Statement of Total Relocation Costs or Amount of Partial Relocation Assistance Allowances to be Advanced

A. Identifying Information

1. Applicant's Name____SSA#__________
2. Resident State Address____
3. Relocation State Address____
   (City and State if Street Address Not Yet Known)
4. Date applicant plans to travel to his new job in relocation state__________
5. Date relocation will be completed __________

B. Partial or Total Cost of Relocation

1. Travel Allowance __________
2. Separate Maintenance Allowance __________
3. Temporary Storage Allowance __________
4. Movement of household goods allowance __________
5. Furniture rebuilding grant in lieu of moving household goods __________
6. Payment of Loan allowance __________
7. Down-payment on house or mobile home allowance __________
8. Down-payment on car allowance or cost to repair __________
9. Lump Sum Allowance __________
10. Total cost of relocation __________

C. Type and Amount of Relocation Assistance Allowance Advanced

1.____ __________

2.____ __________

3.____ __________

D. Instruction for Submittal of Final Statement of Total Relocation Costs

Within 10 days from the date this relocation is completed, a final statement of the total costs (as described above) will be completed.

A review will be made of this relocatee's records to determine whether he was paid more or less than the full amount of relocation assistance allowance to which he was entitled.

__________________ Date

__________________________ Operations Coordinator

Worker Relocation Service

WRS Form 19

Relocation Assistance Allowance Disbursement Receipt
(DAS)

A - Purpose and Use

This form will be used to acknowledge receipt of relocation assistance allowance checks by the relocatee.

B - Preparation

WRS-19 will be prepared in the original at the time of request for each relocation assistance allowance disbursement.

C - Disposition

This form will originate with the operations coordinator and will be sent to the relocation assistance allowance paying unit to be forwarded to the appropriate demand area staff with the relocation assistance allowance check. The receipt will be completed by the relocatee at the time the check is received. The demand area staff member will then fill out the concluding portion of the receipt and forward the receipt to the central office for inclusion in the permanent file of the relocatee.

Note: Subsequent issuance of relocation assistance allowance will not be requested until receipt of this form is received in the central office.

D - Facsimile

WORKER RELOCATION SERVICE

Relocation Assistance Allowance

Disbursement Receipt

Date__________19___

TO: Operations Coordinator, Worker Relocation Service

FROM: ____SSA#__________________
Relocatee's Name

This will certify that I received RAA check number_________in the amount of $__________ issued under the provisions of the Relocation Assistance Act for ____________________________________.

I accept this check with the full understanding that these funds are for the purpose of assisting me to relocate for employment and that I intend to complete my relocation commitment. I understand that all relocation assistance allowances are paid from funds provided for by the UNITED STATES GOVERNMENT and that penalties of fines and imprisonment are imposed for knowingly giving false information or withholding information to obtain such allowances.

______________________ Date

______________________ Signature of Relocatee

Certification by Worker Relocation Service Employee:

1. ____ I certify that RAA check number_____was delivered to the above relocatee.
2. ____ RAA check number______is returned for cancellation for the following reason.

____

____

____

____

______________________ Signature of WRS Employee

WRS-19

Worker Relocation Service

WRS Form 22

Employer Follow-Up
(Administrative Staff)

A - Purpose and Use

This form will be used by the central office to obtain the employer's opinion of the progress of the relocatee to aid in counseling.

B - Preparation

WRS-22 will be prepared in two originals. The information contained in Part I is to be completed by the data analyst clerk prior to being mailed to the Demand Area Staff. The Demand Area Staff will hand-deliver the form to the official of the hiring company for completion after the relocatee has been employed for two weeks. The second original, following the same procedure, will be completed after the relocatee has been employed for six weeks.

C - Disposition

The Demand Area Staff will make copies of the originals to assist them in counseling the relocatee. The originals, then, should be mailed to the central office for inclusion in the relocatee's permanent file.

D - Facsimile

WORKER RELOCATION SERVICE

Employer Follow-Up

Part I

Employee's Name ______________________________ SSA# ________________________

Date of Employment ____________________ Job Title ___________________________

Part II

1. Employee's work is: ☐ Acceptable ☐ Good ☐ Excellent ☐ Unacceptable
2. Employee's attitude is: ☐ Acceptable ☐ Good ☐ Excellent ☐ Unacceptabl
3. Does employee seem to have problems at home? ☐ Yes ☐ No
4. Is employee's physical ability: ☐ Acceptable ☐ Good ☐ Excellent ☐ Unacceptable
5. Is employee's mental ability: ☐ Acceptable ☐ Good ☐ Excellent ☐ Unacceptable
6. Does employee need additional support? ☐ Yes ☐ No If yes, in your opinion around any or all of the following areas:

   ☐ Financial Counseling
   ☐ Health Counseling
   ☐ Personal Counseling
   ☐ Work Habits Counseling
   ☐ Medical Services
   ☐ Dental Services
   ☐ Legal Services
   ☐ Schools
   ☐ Day Care Facilities
   ☐ Further Education
   ☐ Further Training
   ☐ Psychological Problems

____
Company

____
Signature of Person Replying Title

WRS-22

Worker Relocation Service

WRS Form 23

Two Month Follow-Up Report
(DAS/SAS)

A - Purpose and Use

This form will be completed by the demand area staff/supply area staff and forwarded to the central office to indicate the degree of success of the relocation process.

B - Preparation

WRS-23 will be completed in the original two months after the relocatee has completed Relocation Assistance Allowances.

C - Disposition

This form will originate in the central office where the information contained in Part I will be completed prior to being forwarded to the demand area. Upon receipt in the demand area the staff will complete Part II of the form provided the relocatee is still in the demand area. If the relocatee has returned to the supply area, the form will be returned to the central office to be forwarded to the appropriate supply area staff for completion of Part III.

D - Facsimile

WORKER RELOCATION SERVICE

Two Month Follow-Up Report

Date______________19___

Part I

Name____SSA#______________
(last) (first) (middle)

Present Address____
(number & street) (city) (county) (state) (zip)

Address in Supply Area____
(number & street) (city) (county) (state) (zip)

Original Employing Firm____________________Location______________

Part II

1. Are you still employed by the above employer? ☐ Yes ☐ No

   If no, name of employing firm______________________________

   Location________________Type of business________________

   Date of employment: From____________To________________

   Job Title and Description______________________________

2. What is your present hourly rate of pay? $____Hours worked per week?________

3. Did you have any relatives or friends in this area whom you have been able to call on to help you get settled? ☐ Yes ☐ No

   If yes, explain:______________________________________

   ____

4. Have you obtained any advice or assistance from any of the following agencies or organizations? (check all applicable boxes)

   ☐ None
   ☐ Public Employment Service
   ☐ Welfare Agency
   ☐ Church Organizations
   ☐ Neighborhood Organizations
   ☐ Other (specify)________

   Explain:____

5. How many times did you counsel this relocatee?______. His family?______.

6. How many hours were spent counseling this relocatee?_____. His family?______.

continued: Part II

7. Do you have any comments or suggestions from your experience with this move on what advice or assistance should be considered for other people who will be relocated to a new area?

____

____

8. Name of interviewer________________________________

9. Date of interview________________________________
(month) (day) (year)

10. Total amount of interview time________________

Part III

To be completed by SAC if relocatee returned to the Supply Area

1. Are you presently employed? ☐ Yes ☐ No

If yes, name of employing firm ________________________

Location________________Type of business________________

Date hired__________19____ Job title and description____________

Rate of pay__________

2. Why did you return to the supply area? Be specific.____________

____

____

3. Name of interviewer________________________________

4. Date of interview________________________________
(Month) (Day) (Year)

5. Total amount of interview time.________________

Worker Relocation Service

WRS Form 24

Six Month Follow-Up Report
(DAS/SAS)

A - Purpose and Use

This form will be completed by the demand area staff/supply area staff and forwarded to the central office to indicate the degree of success of the relocation process.

B - Preparation

WRS-24 will be prepared in the original six months after the relocatee has completed relocation assistance allowance.

C - Disposition

This form will originate in the central office where the information contained in Part I will be completed prior to being forwarded to the demand area staff. The demand area staff is to complete Part II if the relocatee is still in the demand area, if not, the form will be returned to the central office to be forwarded to the appropriate supply area staff for completion of Part III.

D - Facsimile

WORKER RELOCATION SERVICE

Six Month Follow-Up Report

Date:____________19____

Part I

Relocatee's Name____

Address____________________________________ Race: ☐ Negro ☐ White

Date Hired________________ Company______________________________

Part II

(completed by demand area staff)

1. Is relocatee still in the deamnd area? ☐ Yes ☐ No

If yes. is he working for original employer? ☐ Yes ☐ No

If no, by whom is he employed?__________________________________

If no, did he: ☐ Return to supply area?
☐ Move to____________________
(city) (state)
☐ Whereabouts unknown

When did he leave the demand area?____________________
(month) (day) (year)

2. Is relocatee still living at above address: If no, what is his current address?

____

________________ ____________________________
Date Demand Area Staff

Part III

(completed by supply area staff if relocatee returned to supply ares)

1. Is relocatee currently employed? ( ) Yes ( ) No If yes, by whom and what wage per hour?______________ ______________________________

If no, has he been employed since returning to supply area? ☐ Yes ☐ No

2. What reason did the relocatee give for returning to the supply area?______

____

____________________ ____________________________
Date Supply Area Staff

WRS-24

Worker Relocation Service

WRS Form 25

Local Placement Record
(SAS/DAS)

A - Purpose and Use

This form will be used by the supply and/or demand area staff to report to the central office the employees on a local placement basis.

B - Preparation

WRS-25 will be prepared in the original at the time of local employment.

C - Disposition

The original of this form will be forwarded immediately to the central office.

D - Facsimile

WORKER RELOCATION SERVICE

Local Placement Record

Date______________19____

TO: Operations Coordinator

FROM: ________________________________, Supply Area Staff

________________________________, Area

A. Identifying Information

Applicant's Name____
Last First Middle

Applicant's Address____
City State

Age____________Sex____________Educational Level________________

Marital Status____________ Number of Dependents____________

B. Work History (during the past 52 weeks)

Occupational Title (Old Job)__________________________________

Hourly Wage Rate on Last Full-Time Job $________No. of weeks unemployed________

C. Placement

Employment ☐ Training ☐

Placed with______________________________on____________________
date

Address____

Occupational Title (New Job) or Training Classification________________

Hourly Wage Rate (New Job) or Training Allowance $________________

D. Previous Training

MDTA Training? ☐ Yes ☐ No If "yes," name of course__________________

Number of weeks in Training __________. List any other special training applicant has had (include name of course and duration)____________________

____

____

____
(SAS/DAS)

WRS-25

Worker Relocation Service

WRS Form 26

Supply Area Staff Weekly Report
(SAS)

A - Purpose and Use

This form indicates the manner in which the time and effort of the supply area staff is expended.

B - Preparation

WRS-26 will be prepared in the original and one copy by each individual member of the supply area staff at the end of each work week. It is important to note that Section 5 must reflect the total work hours entered on weekly time sheet.

C - Disposition

The original of this form will be forwarded to the bookkeeper, attached to the weekly time sheet, afterwards to be forwarded to the central office. The employee will retain a copy for his file.

D - Facsimile

WORKER RELOCATION SERVICE

Week Ending ____________

Supply Area Staff - Weekly Report

Totals This Week

1. Number of Contacts:
   a. Number referred by other agencies: (i.e., MDTA, NAACP, Urban League, CEP, Migrant Farm, CAA, etc.)

Agencies	Number
____________	____
____________	____

   b. Number referred by community leaders ____
   c. Number referred by friends ____
   d. Number made by door-to-door method ____
   e. Total of above ____

2. Number who stated they would relocate if possible ____

3. Number screened (WRS-2 completed and mailed to central office) ____

4. Areas worked: ____________

   ____

5. Approximate number of hours spent in:
   a. General office work ____
   b. Traveling ____
   c. Recruiting ____
   d. Screening ____
   e. Counseling ____
   f. Aiding local placements ____
   g. Follow-up Reports on Program drop-outs ____
   h. Total of 5 a, b, c, d, e, f, & g ____ ____
   i. Total of hours worked (Note: "h" and "i" should be equal and should reflect the number of hours entered on weekly time sheet.) ____

____________ Date

____________ Supply Area Staff

(Attach to weekly time sheet)

WRS- 26

Worker Relocation Service

WRS Form 27

Demand Area Staff Weekly Report
(DAS)

A - Purpose and Use

This form indicates the manner in which the time and effort of the demand area staff is expended.

B - Preparation

WRS-27 will be prepared in the original and one copy by each individual member of the demand area staff at the end of each work week. The form provides for a weekly total and a cumulative total to date. It is important to note that Section 5 must reflect the total work hours entered on the Weekly Time Sheet.

C - Disposition

The original of this form will be forwarded to the bookkeeper, attached to the Weekly Time Sheet, afterwards to be forwarded to the central office. The employee will retain a copy for his file.

D - Facsimile

WORKER RELOCATION SERVICE

Demand Area Staff - Weekly Report

Week Ending ____________

	This Week TOTALS	Cumulative TOTALS
1. Number of business and industrial contacts (list each separately on reverse side)	______	______
2. Number of job orders obtained	______	______
3. Number of relocatees received for interview	______	______
4. Number of relocatees reporting for work	______	______
5. Number of hours spent in:		
a. General Office Work	______	
b. Traveling	______	
c. Job Development	______	
d. Housing Development	______	
e. Aiding Relocatees	______	
f. Counseling	______	
g. Follow-up Reports	______	
h. Aiding Local Placements	______	
i. Total of 5a, b, c, d, e, f, g, & h.		______
j. Total hours worked. Note: i & j should be equal and should reflect the number of hours entered on weekly time sheet.		______

______________________ Date

______________________ Demand Area Staff

(Attach to weekly time sheet)

WRS-27

	NAME OF BUSINESS OR INDUSTRY CONTACTED	TYPE OF BUSINESS OR INDUSTRY CONTACTED	COOPERATIVE		JOB ORDERS OBTAINED	
1.			Yes	*No	#Yes	No
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						
17.						
18.						
19.						
20.						
21.						
22.						
23.						
24.						
25.						
26.						
27.						

*If not cooperative, attach short note hereto explaining reason (if known) or your estimate why they were not cooperative.

Worker Relocation Service

Relocatee Data Summary Card
(Analyst)

A - Purpose and Use

The Relocatee Data Summary Card constitutes a routine intermediary step in the on-going evaluation of Worker Relocation activities. Data summarized on this card provides one basis for more comprehensive and sophisticated compilations of data used in refining and reporting Worker Relocation activities.

B - Preparation

Worker Relocation Service Control Cards are completed at the end of the month for all relocatees who have gone on the monthly report as having completed relocation during that month. The Control Card is then up-dated as follow-up reports are processed.

C - Disposition

The Relocatee Data Summary Cards are filed for future reference.

D - Facsimile

Note: Full utilization of summary cards and other records supporting the analyst's activities presupposes a fully developed Worker Relocation Service evaluation, research, and redesign methodology--conceptualization, indices, etc., toward which the data retrieval system is directed.

RELOCATEE DATA SUMMARY CARD

RELOCATEE'S NAME

Date Interviewed

Employment Status

SAS Area/DAS Area

Age

Race

Sex

Marital Status

No. Dep.

Ed. Level

Type Training

Wks. Unemployed

Name of employer

Old Wage Rate

Gain or loss

City

New Wage Rate

Type of job

Miles Moved

DOT Code #

Amt. spent on relocatee

Month Relocatee Completed Relocation

EMPLOYMENT STATUS CODE

1. Returned during Separate Maintenance
2. Returned during RAA
3. Completed RAA - has not completed two months on job- still on job
4. Finished RAA - left demand area without completing two months on job
5. Still working after completing two months on job
6. Finished two months - did not complete six months
7. Still working after completing six months on job

Worker Relocation Service

Control Card
(Operations Coordinator)

A - Purpose and Use

This card is used by the operations coordinator to maintain a cumulative, summarized record of the disbursement of interview and relocation assistance allowance funds.

B - Preparation

The Control Card is begun at the time WRS-9 (Interview Travel & Expense Budget) is completed--at the beginning of Phase III. The Control Card is then up-dated as, and until all interview and relocation assistance allowances funds are disbursed. It is suggested that this Control Card be prepared on a 5" x 8" index card.

C - Disposition

The Control Card constitutes a separate file and should be maintained only in the operations coordinator's office.

D - Facsimile

WORKER RELOCATION SERVICE

Control Card

Name: Last,	First,	M.I.	Supply Area Address	SSA#

Date of Interview and Place	Results

Demand Area Address	Age	Sex	Race	M.S.	# Deps.	Miles Moved	Education

New Dot Code	New Pay Rate	Old Dot Code	Old Pay Rate	MDTA tng.	Other tng.	Wks. Unemp.

RTSA Before RAA	RTSA After RAA	Completed RAA	"In Process"	Local Placement

Administrative Costs	RAA Costs			
Interview	Sep. Maintenance	Lump-Sum	Travel	Moving Costs
$	#1________ #2________ #3________ #4________ Tot.________	#1________ #2________ #3________ Tot.________	$	$
			Debt	Down P'ment House
			$	$
			Storage	Down P'ment Car
			$	$

Worker Relocation Service

Control Board
(Operations Coordinator)

A - Purpose and Use

The Control Board is used by the operations coordinator to maintain operational control of the disbursement of relocation assistance allowances funds.

B - Preparation

The Control Board is begun at the time of the first issuance of relocation assistance allowances funds--at the end of phase IV. The board is first filled with information on the processing of the relocatee through the first issuance of relocation assistance allowances funds. The Control Board is then up-dated as, and until all relocation assistance allowances funds have been disbursed, and all other Worker Relocation Service activities have been accomplished. It is suggested that this Worker Relocation Service Control Board be prepared on a 12' x 8' plywood board.

C - Disposition

The Control Board constitutes a separate record and should be maintained only in the operations coordinator's office.

D - Facsimile

NAME		
Screening Forms		
Interview Travel Request Mailed & Date		
Date of Interview		
EMPLOYED BY AND DATE		
Interview Travel Check(s) Returned & Date		
Single		
Married		
Moving Deadline Date		
RAA for Worker Travel		
RAA Requested for Separate Maintenance Weeks Of	1	
	2	
	3	
	4	

	Moving Deadline Date Extended To	
	Down Payment On House or Mobile Home	RAA Requested For
	Down Payment or Repair on Car	
	Family Travel	
	Temporary Storage	
	Rebuilding Grant	
	1st 1/3 Lump Sum	
	Moving Completed By	
	2nd 1/3 Lump Sum	RAA Requested
	Moving Costs	
	Payment of Debt	RAA Requested for
	Date for Requesting Final RAA Payment	
	Final Accounting and Cost of Relocation	
	Date For Employer Follow-Up	
	Date for Two-Month Follow-Up	
	Date for Six-Month Follow-Up	
	REMARKS	

Section 7

Worker Relocation

Program Costs Analysis

This section consists of an in-depth analysis of cost and resource utilization as a guide for designing a worker relocation program. The analysis is accomplished through a thorough treatment of the Mississippi Labor Mobility Project, STAR, Inc., activities related to ten elements: program recipients, measurements used for cost allocations, geographic locations and distances in the supply and demand areas, costs for hiring and maintaining competent staff, financial assistance received by relocatees, the number of relocations field staff can accomplish, local placement as a part of program costs, funding stability, staff balance, and two-year Project costs analysis. The purpose here is to provide a guide which lists the elements and discusses the different methods available for measuring each element individually and as it relates to the Project goals and objectives.

A - The Program Recipients

Characteristics of program recipients, or those who will receive worker relocation financial and staff assistance, are a key element for planning and implementing such service. The STAR, Inc., recipients were 49 percent married and/or single member heads of household, 51 percent single, 92 percent male, 8 percent female, 61 percent black and 39 percent white. About 90 percent were classified as disadvantaged poor. All were involuntarily unemployed individuals. (Criteria definition) As will be shown later in this section, program costs are less for single applicant recipients and more for married applicant recipients. Relocating WIN recipients would require more program costs than the averages presented in this section since these are all married and/or single member heads of household.

B - Measurements Used for Cost Allocations

Measurements which could be used for cost allocations could include, but would not necessarily be limited to, the following:

1 - Relocation placements

2 - Stayers at 1 month follow-up

3 - Stayers at 2 month follow-up

4 - Stayers at 6 month follow-up

In the Mississippi Labor Mobility Project, STAR, Inc., there was no specific guidance on which measurements should be used to compute Project costs. Throughout the original Mississippi Labor Mobility Project, STAR, Inc., contract period from June 26, 1966 through February 28, 1970 relocatees were reported who received part or all authorized RAA. Had relocatee placements been counted rather than just those who received some RAA, costs would be based on about a 20 percent greater figure, resulting in lower per capita costs. A placement was not counted until he had received a part or all of the authorized relocation assistance. Of course, considerable interview, travel, and first week costs of living were lost on this basis for those who were not hired during interview or were hired but did not stay long enough to receive partial RAA.

C - Geographic Locations and Distances in the Supply and Demand Areas

Three years after initiation of relocation activities, the Project became a partial statewide service in Mississippi, a small effort linked with the Arkansas rural CEP, and in Memphis, Tennessee, as a Demand Area, "partial" since at no time were there adequate program resources to take full advantage of relocation potential (even when dealing only with the disadvantaged poor). Supply of workers was great. There were thousands of disadvantaged workers who could have benefited through being relocated for jobs and better housing. The labor areas were limited in geographic scope as well as absolute numbers of available jobs as would have been expected in primarily rural states (Arkansas and Mississippi) although these states were growing from an industrial viewpoint. Most of the relocatees were hired for jobs at or near the national minimum wage. Only the Ingall's shipyard in Pascagoula, Mississippi, offered higher wage opportunities. Higher paying jobs demanded better trained workers which were available in limited numbers among the disadvantaged poor.

Figure Twenty-One illustrates the movement of relocatees in relationship to the distances they were relocated.

Geographic location of recipients and distances required for relocating these recipients is of prime consideration for planning the staff costs for a worker relocation effort. In rural states such as Mississippi and Arkansas, more "outreach" staff effort is required due to the separation of large numbers of the chronically unemployed from the major labor markets which are primarily urban and not evenly distributed throughout the state (area). These factors, among others, result in higher administrative costs because of the need for (1) more staff travel for outreach recruitment, (2) maintenance of field staff offices (rent, utilities, telephone, etc.), (3) salaries, and (4) costs of field staff supervision by program central office, etc.

Figure Twenty-One

Distances Moved by Relocatees

Supply Area	No. Relocatees	Average Miles Relocated	% To Primary Demand Areas
South Mississippi	94	130.04	86.3% to Gulf Coast
Jackson/Vicksburg	73	108.10	32.9% to J'son/V'burg; 38.2% to Gulf Coast
Central Miss. (Carthage)	13	116.77	46.2% to Gulf Coast
Northeast Mississippi (Booneville)	280	91.44	61.1% to Tupelo
Northwest Mississippi (Clarksdale)	180	106.15	77.2% to Memphis (TN)
West Memphis, Arkansas and State of Tennessee	40	199.13	63.4% to Little Rock; 26.8% to Gulf Coast
Little Rock	79	98.92	81.0% to Little Rock
Warren, Arkansas	107	100.47	55.6% to Little Rock 32.4% to Warren
Total	866	107.20	74.3% to Primary Demand Areas

Demand Area	No. Relocatees	Average Miles Relocated	% From Primary Supply Areas
Gulf Coast	184	214.55	43.6% from South Miss.
Jackson/Vicksburg	98	94.97	24.5% from J'son/V'burg 38.8% from N. E. Miss.
Central Mississippi	12	87.50	54.5% from N. E. Miss.
N. E. Miss. (Tupelo)	185	55.81	92.4% from N. E. Miss.
Memphis, TN	187	76.61	73.9% from N. W. Miss.
Little Rock	150	101.34	42.4% from Little Rock; 39.7% from Warren
Warren, Arkansas	46	64.61	76.1% from Warren
Total	862	107.20	71.5% from Primary Supply Areas

Period covered in this analysis is March, 1970 - November, 1971

D - Costs for Hiring and Maintaining Competent Staff

During the 1969 work period, Mississippi Labor Mobility Project, STAR, Inc., had a monthly salary and fringe benefit payroll of $15,290 for an average of 27 staff, or $589.65 per staff per month. During the November 1, 1970 to October 31, 1971 work period, the Project had a monthly salary and fringe benefit payroll of $19,000 for an average of 30 staff, or $633.33 per staff per month.

It is difficult to hire and keep competent staff for this kind of pay even for work in a stable program. A $700 per staff per month salary plus a good fringe benefit allowance is needed for the states of Mississippi and Arkansas. These salary costs would probably be higher in those states in which costs of living are more expensive (rent, utilities, etc.).

E - Financial Assistance Received by Relocatees

For the various research projects, Department of Labor established financial assistance on a fixed formula basis. Mississippi Labor Mobility Project, STAR, Inc., received authority for some flexibility pertinent to handling the disadvantaged poor. The assistance encompassed:

1 - Payment for worker interview travel costs (spouse not included).

2 - A first week's cost of living allowance needed to help sustain the relocated worker until he could receive his first pay check and until the larger RAA payments could be processed ($20 for singles, $40 for marrieds).

3 - RAA grant allowances for workers (singles or heads of household).

  .1 - Payment of transportation to the new job area.

  .2 - Payment for movement of household effects (up to 2,500 pounds for singles and 7,000 pounds for heads of household).

  .3 - Payment for temporary storage of household effects up to 30 days if needed.

  .4 - Separate maintenance payments for heads of household while maintaining two residences.

  .5 - Lump-sum settling-in allowances.

For the 1969 work year the averages of financial assistance that the relocatees received were:

1 - Interview, travel, and first week cost of living $68.97

2 - Marrieds and heads of household Total RAA (Travel, movement of effects, storage, separate maintenance and settling in)	$433.27
3 - Singles Total RAA (Travel, movement of effects, storage, and settling in)	$ 94.73

For the work year November 1, 1970 to October 31, 1971, the averages of financial assistance that the relocatees received were:

1 - Interview, travel, and first week costs of living	$ 58.00
2 - Marrieds and heads of household Total RAA (Travel, movement of effects, storage, separate maintenance and settling in)	$438.89
3 - Singles Total RAA (Travel, movement of effects, storage and settling in)	$ 61.05

Average program costs for RAA will vary from year to year. The legislated maximum allowances will vary with the average national weekly manufacturing rate, tending to increase from year to year. The actual average costs for RAA for any given program will depend upon

1 - the legislated maxima,

2 - the "mix" of singles and marrieds,

3 - the incidence and average number of dependents of the relocatees,

4 - the distances moved,

5 - the costs of transfer and storage of household and personal effects, and

6 - inflation as well as other factors.

F - The Number of Relocations Field Staff Can Accomplish

The relationship between relocations and field staff would depend on several variables as follows.

1 - Whether or not the program relocatees are singles or heads of household.

2 - The housing situation in demand areas.

3 - Whether or not larger families can make it on beginning minimum wage pay jobs.

4 - The demand for relocated workers.

5 - How the field staff will be deployed and what operational concept will be used.

6 - The stability of the program.

Mississippi Labor Mobility Project, STAR, Inc., in the Project year 1969, handled 678 relocations with an average field staff of 19 for an average of 56.5 relocatees per month. This was 2.97 relocatees per month per staff. From November 1, 1970 to October 31, 1971, an average of 19 field staff handled 539 relocations for an average of 44.9 per month. For this period 2.36 relocatees per month per staff were handled.

Adding local placements (265) to the 1969 relocatee total (678), the staff handled a total of 943 placements for an average of 78.6 per month. This increased the workload to 4.14 placements per staff per month.

Adding local placements (263) to the latter period relocatee total (539), the staff handled a total of 802 placements for an average of 66.8 per month. This increased the workload to 3.51 placements per staff per month.

The immediate question is why less work was produced during the latter period with a better trained and better paid staff. The answer is change in the demand for workers. The year 1969 was a "boom" period whereas 1970 and 1971 were recession years. This points up the need for flexibility in the relocation program. This research project did not have "other jobs" for field staff except local placement work. If there are few jobs for relocatees, the chances are there are even fewer jobs for local placements.

Although this analysis and a costs/benefits study[15] developed by Project consultants will indicate that the operational work was a good investment for helping the disadvantaged poor, field staff production was too low. Some problems encountered which could be solved in a good operational program are:

1 - The staff were so widely dispersed that effective supervision of work activities was extremely difficult.[16]

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[15] Mississippi Labor Mobility Project, STAR, Inc., Relocating the Unemployed: Evaluation and Policy Implications for a National Program, December, 1973, Chapter 8.

[16] Figure Twenty-One gives a good indication of distances between offices in MLMP, STAR, Inc.

2 - The Project tried to cover much more territory than was operationally feasible.

3 - The research aspects of the Project reduced staff productivity by consuming time that could have been allocated for relocation.

4 - About 20 percent field staff productivity was lost due to Project funding delays.

G - Local Placement as a Part of Program Costs

Mississippi Labor Mobility Project, STAR, Inc., was unable to provide an effective method for relating local placements to overall program costs primarily due to the fact that there was no follow-up on local placements until 1971-1973. Also, the work by this project in local placement was, in effect, an extension of services currently provided by the local employment service offices.

The purpose for field staff should not be to place workers locally since there are manpower programs established for that purpose; however, when an unemployed individual is outreached, part of the screening process is determining whether local employment exists. Consequently, there is a place for local placement in a relocation assistance program, but the costs measurements are not yet well defined.

H - Funding Stability

As stated earlier, about 20 percent of relocation work capability was lost due to Project funding delays and the uncertainty of Project continuation. Figure Twenty-Two illustrates these funding delay problems. This created a difficult problem for hiring, training, and keeping competent staff (the staff turnover rate was rather high) and for "gearing up" relocation work after it had been stopped. A stable operational program would have achieved better results. Also, research requirements necessitated some changes in objectives and allocations of work activities.[17]

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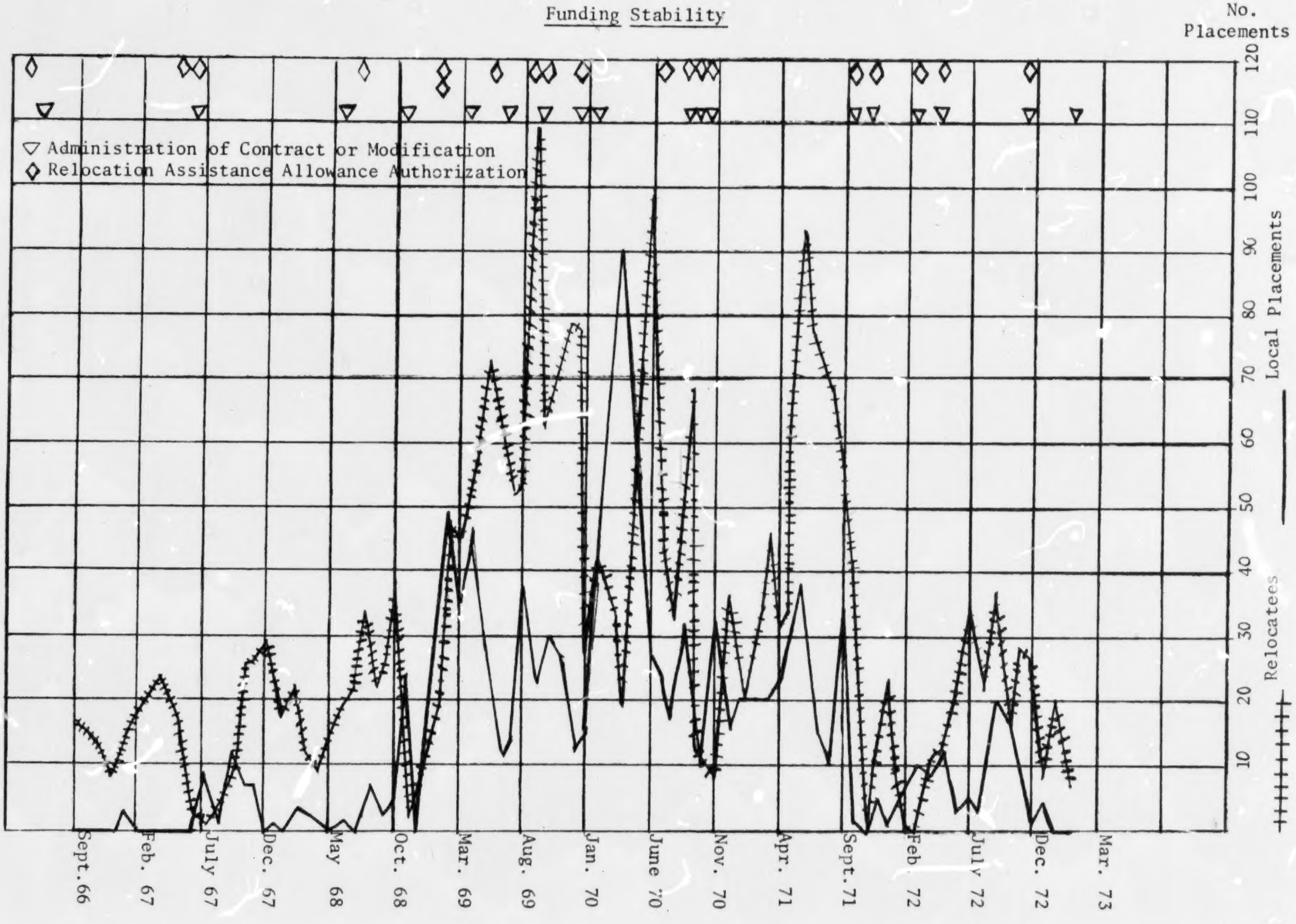
[17] For example, MLMP was asked to establish a unit to work with the Arkansas RCEP. This required spreading the resources into another state whereas using those resources to increase an already established capability in Mississippi would have produced more results for costs involved. Also, MLMP was asked to increase their research documentation. Thus, a new system for collection, analysis, and reports preparation was required. Although these changes in objectives were required to meet Project research work, each change lessened help to the unemployed poor.

Figure Twenty-Two

Funding Stability



I - A balanced operational staff effort will enhance program productivity. Consider this from two viewpoints:

1 - balance between administrative staff needs (director, deputy director/operations coordinator, assistant operations coordinator, reports analyst, clerical and bookkeeping support, etc.) and field staff capability.

2 - balance of field staff between supply area and demand area need.

On the first consideration, the administrative staff of the Mississippi Labor Mobility Project, STAR, Inc., could have supported one-fourth more field staff capability had funds been available. Thus, overall work production could possibly have been increased by an additional one fourth for the added costs of the extra field staff and the additional worker financial assistance need. Obviously, average relocatee costs (relocation versus total costs) would have decreased. This consideration is only applicable to a separately operated worker relocation effort. The WIN program, for example, would not have this problem since its administrative capability is already established to conduct training, job development, OJT contract linkage, trainee placement, follow-up, etc. In WIN, additional field staff would be needed to perform the extra workload planned for relocation work.

The second consideration is more important. There are three methods (plus combinations) for deploying field staff. These are:

1 - Dual Function

Dual function is a combined Supply Area/Demand Area staff working from the same base of operation. This staff works an assigned local area performing all phases of the relocation system. A smaller staff can produce more work since internal communication is better and the moves are of shorter distance. The Project had a very effective dual function staff working in the Northeast Mississippi (Booneville-Tupelo) area.

2 - Semi-dual Function

Semi-dual function covers a larger area with Supply and Demand area staff being widely separated but under the supervision of a combined effort coordinator. Communications are not as good as with the dual function approach and more travel is required by the coordinator. Also, more staff is required to perform the same amount of work since more time is needed for travel, taking applicants for job interviews, etc. These deployments were used in Arkansas, Northwest Mississippi (Clarksdale, Mississippi; and Memphis, Tennessee), and central Mississippi

(Vicksburg, Jackson, Yazoo City and Natchez). These deployments were required to broaden areas of work and give a better research sampling. But when matching worker demand and the source of supply to fill this demand, this type of staff deployment may be required for the operational program.

3 - Separated-But-Linked Supply Area/Demand Area

Separated-but-linked supply area/demand area staff are separate components performing respective responsibilities. Communications and coordination become a great problem. However, this is the only staff deployment feasible for program relocations of longer distances.

Combinations of operations between these three field staff deployments provide added depth to the relocation program. For instance, secondary relocation efforts between the Mississippi area components were effective (no exchange of worker relocations were made bewteen the Arkansas and Mississippi staff components). Also, the three Mississippi components (Northeast, Northwest and Central) did substantial recruitment to support a demand area staff in Pascagoula, Mississippi.

J - Mississippi Labor Mobility Project, STAR, Inc., Two Year Costs Analysis

Figures Twenty-Three and Twenty-Four present MLMP, STAR, Inc., Project costs for 1969 and the period of November 1, 1970 through October 31, 1971. Some general comments about differences in costs between these two time periods are pertinent.

The year 1969 was a good one for relocation work. Costs averages were low in relation to the size of the staff. However, there were more travel costs involved and more costs for worker medical, interview travel and first week's costs of living which points up added costs in these areas for handling more people. RAA averages for marrieds and heads of household were very similar. In the latter year, RAA payments were increased slightly due to an increase in the national average weekly manufacturing wage. The RAA average for singles was more in the 1969 year since the maximum amount of RAA for singles was reduced in the latter year. Also, staff costs were much lower due to inadequate staff pay.

Due to a change in the Project's objective to present more research documentation, additional personnel were hired in the latter year. Also, after "geared up" to do more work, the Project faced a recession in available jobs for relocation. This points up a planning problem for the most effective use of the relocation dollar. If, for example, the relocation program is operated by the State Employment Service Agency or by the WIN component of the State Agency, the relocation staff should be given other tasks to do if the relocation effort falters.

Figure Twenty-Three

Mississippi Labor Mobility Project, STAR, Inc.
Project Costs Analysis
Year - 1969

Operations Funds Expended	$292,937.00
Relocation Assistance Allowance Expended	164,436.00
Total	$457,373.00
Total Relocations	678
Average Costs Per Relocation (678)	$ 674.59
Relocations and Local Placements (678 + 265)	943
Average Costs Counting Local Placements (943)	$ 485.02

Breakdown of Total Costs

1 - Salaries for Total of 27 Staff	$191,047.00
Salaries average per Staff per Month	589.65
2 - Employer Travel (19 field staff and Director)	$ 32,313.00
Average Travel Costs per Employee Per Month	134.64
Average Weekly Miles Traveled Per Staff	336.6
3 - Administrative Support (rent, supplies, and communications)	$ 22,816.00
Average Monthly Costs	1,901.33
4 - Unemployed Worker Medical, Interview Travel, and First Week Costs of Living	$ 46,761.00
Average For Each Relocatee (678)	68.97
5 - RAA for Marrieds and Heads of Household	$128,248.00
Average Per Relocatee (296)	433.27
6 - RAA for Singles	$ 36,188.00
Average Per Relocatee (382)	94.73
7 - Total RAA Expended	$164,436.00
Project Average Per Relocatee (678)	242.53
8 - Total Financial Assistance to Workers (4 + 7)	$211,197.00
Average Per Relocatee (678)	311.50

Figure Twenty-Four

Mississippi Labor Mobility Project, STAR, Inc.
Costs Analysis
November 1, 1970 to October 31, 1971

Operations Funds Expended	$305,066.00
Relocation Assistance Allowance Expended	149,280.00
Total	$454,346.00
Total Relocations	539
Average Costs Per Relocation (539)	$ 842.94
Relocations and Local Placements (539 + 263)	802
Average Costs Counting Local Placements (802)	$ 566.52

Breakdown of Total Costs

1 - Salaries for Total of 30 Staff	$228,000.00
Salaries average Per Staff Per Month	633.33
2 - Employer Travel (19 Field Staff and Director)	$ 26,232.00
Average Travel Costs Per Employee Per Month	109.30
Average Weekly Miles Traveled Per Staff	273.25
3 - Administrative Support (rent, supplies, and communications)	$ 19,572.00*
Average Monthly Costs	1,631.00
4 - Unemployed Worker Medical, Interview Travel, and First Week Costs of Living	$ 31,262.00
Average For Each Relocatee (539)	58.00
5 - RAA for Marrieds and Heads of Household	$135,178.00
Average Per Relocatee (308)	438.89
6 - RAA for Singles	$ 14,102.00
Average Per Relocatee (231)	61.05
7 - Total RAA Expended	$149,280.00
Project Average Per Relocatee (539)	276.96
8 - Total Financial Assistance to Workers (4 + 7)	$180,542.00
Average Per Relocatee (539)	344.96

*We were absorbing a credit for paying federal tax on telephones which accounts for this lower cost as compared with 1969.

Figure Twenty-Five presents composite costs of these two years and averages that are more realistic, with the exception of staff pay. It was stated earlier that about $700 in salaries plus benefits per month per staff would be needed to obtain and maintain competent staff.

Figure Twenty-Five

Mississippi Labor Mobility Project, STAR, Inc.
Two Years' Costs Analysis

1969 Plus November 1, 1970 Through October 31, 1971

Operations Funds Expended	$598,003.00
Relocation Assistance Allowance Expended	313,716.00
Total	$911,719.00
Total Relocations (678 + 539)	1,217
Average Costs Per Relocation (1,217)	$ 749.15
Relocations and Local Placements (1,217 + 265 + 263)	1,745
Average Costs Counting Local Placements (1,745)	$ 522.47

Breakdown of Total Costs

1 - Salaries for Total of 57 Staff	$419,047.00
Salaries Average Per Staff Per Month	612.64
2 - Employer Travel (40 Staff)	$ 58,545.00
Average Travel Costs Per Employee Per Month	121.96
Average Weekly Miles Traveled Per Staff	304.90
3 - Administrative Support (Rent, Supplies, and Communications)	$ 42,388.00
Average Monthly Costs	1,766.16
4 - Unemployed Worker Medical, Interview Travel, and First Week Costs of Living	$ 78,023.00
Average For Each Relocatee (1,217)	64.11
5 - RAA for Marrieds and Heads of Household	$263,426.00
Average Per Relocatee (296 + 308 = 604)	436.13
6 - RAA for Singles	$ 50,290.00
Average Per Relocatee (382 + 231 = 613)	82.03
7 - Total RAA Expended	$313,716.00
Project Average Per Relocatee (1,217)	257.78
8 - Total Financial Assistance to Workers (4 + 7)	$391,739.00
Average Per Relocatee (1,217)	321.88

Ideas on how relocation program costs might be computed can now be presented. It is recommended that the projected number of relocations be the starting point; then compute in reverse order to determine anticipated costs.

Below is a method of "costing out" a program of 1,200 relocations based on the movement of singles and heads of household, issuance of RAA, provision of interview travel, first week's cost of living and medical support and deployments of field staff on a mobile outreach basis (all of this as developed and tested by Mississippi Labor Mobility Project, STAR, Inc.).

1 - Costs for Relocation Assistance Allowances

From Figure Twenty-Five it can be seen that there was an approximately even split between single relocations and heads of household. For 1,200 relocations the computations would be:

600 Single Relocations @ $ 82.03 = $ 49,218
600 Heads of Household @ $436.13 = $261,678
Total RAA = $310,896

2 - Unemployed Worker Medical, Interview Travel, and First Week's Cost of Living Allowance using composite costs average:

1,200 Applicants @ $64.11 = $76,932.00

3 - Administrative Support (Rent, Supplies, and Communications) using composite monthly costs average:

12 Months @ $1,766.17 = $21,194

4 - Salaries Needed for Staff

For field staff three relocations per month per staff would be used for the first year. A new operational program might not achieve this estimate since it takes time to hire, train a staff, and "gear up" for relocation work. However, production should increase the second and third years. This also assumes demand for relocated workers is equal to or better than the STAR, Inc., 1969 Project year.

100 Relocations per month divided by 3 relocations per staff per month = 33 field staff

33 staff x $700 per month = $23,100 monthly payroll or $277,200 annually

It is estimated that eight administative staff can handle the relocation workload, i.e., Director, Deputy Director/Operations Coordinator, Assistant Operations Coordinator, Program Analyst, Secretary, one clerk and two bookkeepers.

8 Staff x $700 per month per staff = $5,600 monthly payroll or $67,200 annually

Total staff costs are:

41 x $700 per month = $28,700 monthly payroll or $344,400 annually

5 - Employee Travel

Even though the composite weekly travel of 304.9 miles for each field staff and the Director included overnight per diem for the Director and five field unit coordinators plus travel and per diem for total employee workshops, it is more than would be needed for a better coordinated and operated pure operational program.[18]

About 250 miles per week is suggested per field staff plus the Director. Travel costs then would be computed as follows:

34 Staff @ 250 miles per week = 8,500 miles per week @ 10¢ per mile or $850 x 52 = $44,200

This high travel cost is justified, provided the operational staff "reach" the poor unemployed, determine their needs and dedicate their effort toward solving these needs.

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[18] Research needs required much more travel than would be necessary in a purely operational program.

Figure Twenty-Six

Rearranged Projected Operational Unemployed Worker Relocation Budget

1 - Salaries for Total of 41 Staff Monthly Payroll = $28,700 Salary Average Per Staff Per Month = $700	$344,400.00
2 - Employee Travel (34 Staff) Monthly Costs = $3,683.33 Weekly Costs = $ 850.00	$ 44,200.00
3 - Administrative Support (Rent, Supplies, and Communications, etc.) Monthly Costs = $1,766.17	$ 21,194.00
4 - Unemployed Worker Medical, Interview Travel, and First Week Costs of Living Monthly Average = $6,411.00	$ 76,932.00
5 - RAA for Marrieds and Heads of Household Monthly Average = $21,806.50	$261,678.00
6 - RAA for Singles Monthly Average = $4,101.50	$ 49,218.00
Total Costs	$797,622.00
Total Operation Budget (1 + 2 + 3 + 4)	$483,326.00
Total RAA Budget (5 + 6)	314,296.00
Total	$797,622.00
Total Financial Assistance for Workers (4 + 5 + 6)	$387,828.00
Average Financial Assistance Per Relocation (4 + 5 + 6 ÷ 1,200)	$ 323.19
Average RAA Per Relocated Worker (5 + 6) ÷ (1,200)	$ 259.08*
Average Total Costs Per Relocation (1,200)	$ 664.68

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*Due to a slightly lower incidence of single relocatees who would receive a lower average RAA, this average is about $2.00 more per relocatee than that reported in Figure Twenty-Five.

Since the average costs will vary from year to year, the major source of reduced costs rests in the number of relocations, holding the number of staff constant. As relocation productivity increases, a greater portion of the program budget will get into the hands of the relocatees and their families. The recommended budget shows that about 48 percent of operational expenditures will be paid directly or indirectly to the relocatee. Since the majority of the administrative costs are fixed, administrative costs per relocatee can be reduced primarily by moving more relocatees. Costs to relocatees will not be affected by the number of relocatees moved, but rather by the incidence of high cost relocatees---marrieds---and the incidence of low cost relocatees---singles. In general, overall per capita costs can be reduced by:

1 - increasing the number of relocatees,

2 - relocating proportionately more singles, and

3 - reducing both the number of staff and the amount of staff travel.[19]

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[19] Comparing the two time periods reported in this analysis, 1969 resulted in lower per capita overall costs than the second period in spite of higher staff travel costs; higher medical, interview travel, and costs of living allowances; and higher allowable RAA in 1969. The average costs were lower primarily because of (1) 26 percent more relocatees than in the second time period, (2) fewer staff, and (3) a lower proportion of marrieds among the relocatees.

APPENDIX

A Worker Relocation Assistance Program

Suggested Outline for Delivery Agent Program Proposal

I - PURPOSE

A - What problems will be dealt with in the Program?

B - What are the objectives of the Program and what benefits should result from its operation?

C - Why do you believe these results can be achieved?

II - PARTICIPANTS

A - How many people are potentially eligible to take part in this program?

B - What percentage of those eligible will participate?

C - How will the target area residents learn about and be recruited for the program?

D - What are the selection criteria?

III - PROGRAM

A - Describe how the proposed agent will perform and/or provide for the availability of the major elements in a relocation assistance program:

1 - Outreach recruitment
2 - Intake and screening
3 - Job development
4 - Employability development services
5 - Relocation/placement
6 - System monitoring (operational controls and client follow-up)
7 - Support services

B - Identify the target areas - Supply and Demand. Include charts depicting the geographic areas to be served and the major neighboring cities. Clearly show the target population density, job market information, all pertinent services presently operating in the area, and other relevant information.

C - Show the relevance of the history of the agent's operations to a relocation program. If appropriate, include a statement or statements which will tell why the agent should be funded to operate a relocation assistance program.

D - Provide an organizational chart of the agent to show compatibility with recommended structures and include biographical information on all staff who will be involved, directly or indirectly, in the relocation effort.

E - Outline the kinds of financial assistance anticipated, including the timing of such assistance. Explain why each kind of assistance is necessary.

F - If local placement is an anticipated function, describe the procedures of local placement and the extent of allocation of organizational resources to this function.

G - Provide a complete budget for program operations.

H - How will program effectiveness and efficiency be measured in terms of stated objectives?

I - The budget should be allocated to maximize (1) the effectiveness and efficiency of the major program elements (Section 4 A) and (2) payments of financial assistance to program participants. If projected administrative costs are higher than payments to clients, this allocation mix should be justified. Cost allocations should be directly related to maximizing the movement of people to jobs.